



Grant Details

68892 - FY19 Region/CVB Marketing Plan

72765 - FY19 Visit Big Sky CVB Marketing Plan

DOC Office of Tourism

Grant Title: FY19 Visit Big Sky CVB Marketing Plan
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Community & Brand Support

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

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

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

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

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

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

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

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

Describe your destination.

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

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

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

Optional: Include attachments here

Describe Your Destination Continued FY19.docx

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

Demographic

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

Geographic

1. 1. Winter geographic target markets:

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

1. 2. Summer geographic target markets:

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

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

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

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

b. What are your emerging markets?

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

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

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

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

Optional: Include attachments here.

c. What research supports your target marketing?

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

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

1. Develop a sustainable outdoor recreation experience

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

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

Actions:

- Leverage Big Sky's Place DNA™ working collaboratively to infuse it across the destination to create a unique Big Sky experience that is impossible for others to copy.
- Expand the organization's focus from strictly promotion toward the development of a sustainable destination tourism experience.
- Lead and support all stakeholders to create memorable experiences that produce raving fans.
- Monitor the visitor experience to benchmark and strengthen the destination experience.
- Advocate for the protection of Big Sky's natural environment by supporting organizations, policies, standards and guidelines that encourage sustainability.
- Prioritize and measure the attitude of residents towards tourism on an ongoing basis to ensure communication about on-going efforts to maintain the balance between growth and quality of life is effective.

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

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

Actions:

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

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

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

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

Actions:

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

VBS will track progress by measuring four types of performance

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

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

Big Sky cannot thrive as a sustainable tourism destination without an organization that manages the overarching visitor experience and resulting word-of-mouth to influence the overall destination brand and stable funding. VBS is the organization created to fill this role. To be successful, all stakeholders need to understand and embrace *Authentic Big Sky 2023*, VBS's Tourism Master Plan. Collectively Big Sky will work to develop authentic tourism experiences,

Marketing Segment	Marketing Method	Does research support this method?	Describe your method.	Supporting research/statistics	How do you plan to measure success?	Provide a brief rationale.	Estimated budget for method.	Marketing Method Evaluation	Are you using private funds to support this method? (optional)	Non bed tax funds used? Yes/No (optional)	Add'l Attchmnts
Consumer	Travel/Trade Shows	Yes	<p>VBS will continue to build upon its investment in international travel trade sales by attending shows during FY19. Expenses will include registration fees and travel, meal and lodging expenses. Tradeshows the Big Sky CVB will consider attending include, but are not limited to, the following:</p> <ul style="list-style-type: none"> IPW Go West Summit IRU IMEX America 	<p>IPW: IPW is produced by the U.S Travel Association, and is the travel industry's premier international marketplace and the largest generator of travel to the U.S. - During three days of intensive, prescheduled business appointments, U.S. travel executives meet with over 1,200 international and domestic buyers from more than 70 countries. Since IPW 2019 will take place in Anaheim more buyers interested in the west will be attending; therefore, we want to have a big presence at the tradeshow.</p> <p>Go West Summit: Go West's successful event formula and comprehensive, well-rounded program are designed to provide destinations with every available opportunity to negotiate business contracts, establish relationships, and gain a better understanding about a variety of topics relevant to the tourism industry. Suppliers representing destinations, properties and attractions from the American West and Adventure Day activities in multi-day networking sessions, familiarization trips and Adventure Day activities with the goal of showcasing the destination for future tourism business. By matching tour operators from around the globe with Western U.S.-based suppliers in a one-on-one, business-friendly environment, Go West Summit is an event where exciting, profitable and lasting relationships are born quoting "Go West combines the conveniences of a large event with the intimacy of a smaller event, and we pride ourselves on our low supplier to tour operator ratio."</p> <p>IRU: IRU is produced by RMI, with an intensive structure designed to provide conversations with over 80 organizations from around the Real America region and nearly 50 international domestic buyers from more than 10 countries.</p> <p>IMEX America: IMEX is a four-day experience designed to create networking opportunities. With more than 3,200 venues and suppliers representing 130 countries, this is a unique opportunity for VBS to showcase our destination.</p>	<p>Visit Big Sky will measure success by the number of qualified leads earned at the show, in addition to personally connecting the qualified lead with the appropriate local business following the show.</p>	<p>These events serve the purpose of connecting destination marketing organizations to prospective travel wholesalers and retailers, both FIT and group that would otherwise be generated only through an exhaustive number of around-the-world trips.</p>	\$20,000.00	<p>During FY19, Team Big Sky attended four travel/trade shows including: IMEX, the GoWest Summit, International Roundup and IPW. The team had planned to check-out a new show, the Mountain Venture Summit in Mammoth, CA but was unable to attend due to weather. Below is the breakdown outlining the number of appointments had at each show.</p> <ul style="list-style-type: none"> IMEX: 43 attendees GoWest Summit: 30 attendees International Round Up: 50 attendees IPW: 124 attendees <p>Overall, having a presence and holding meetings at all four travel/trade shows was successful and resulted in 247 qualified leads that were then shared with the appropriate local business. In the future, VBS plans to use a database distribution system (MailChimp) to share leads with all qualified partners in Big Sky.</p> <p>For FY20, VBS will opt to not attend the GoWest Summit as the pool of buyers was too broad and unfamiliar with Big Sky and therefore many appointments proved to be unsuccessful. However, VBS found IMEX, International Roundup and IPW to be worthwhile travel/trade shows and will attend those shows in FY20.</p> <p><i>*Attached is a copy of the one-sheeter that VBS used to showcase it's local accomodations and unique spaces when attending these shows.</i></p>	No	2018:2019_Travel Trade Show One Sheet.pdf	
Consumer	Print Advertising	Yes	<p>VBS will use a mix of print together with social and online advertising during FY19. We will strategically leverage the CVB funds to compliment all marketing efforts of VBS while following all TAC rules and regulations. During FY19, VBS will continue to execute a national and regional key market warm season campaign with a focus on educating potential visitors about our proximity to YNP and highlighting our unique summer activities and</p>	<p>VBS will utilize visitor data collected and reported by Mammoth Marketing and Crowdrift to determine how to target our core audience, and ultimately determine which channels will drive the most awareness and relate strongest to our high potential visitor. Our ideal winter consumer was identified as a well-educated millennial with an interest in skiing and snowboarding currently living in an urban area. Our winter target geographies are New York, Chicago, Minneapolis, Los Angeles, Dallas, Portland and Atlanta. The campaign consists of print, online digital and social media advertising. The Big Sky summer consumer is similar to the winter consumer but will likely be traveling with children and is interested in rounding-out their Yellowstone vacation with unique activities and quality lodging and dining options. The summer target geographies are in bordering states who have an existing familiarity with the Montana product together with Dallas, Salt Lake City, Portland and Denver as drive markets.</p>	<p>KPI's include number of leads generated from print ads, number of impressions, engagements and clicks on all social ads associated with the campaign, as well as monitoring the success of any expanded and/or new flight service into BZN.</p>	<p>The ultimate goal of VBS is to increase the right type of visitation to Big Sky by executing campaigns in regional and national markets in both the winter and summer seasons. The campaigns will focus on educating consumers about the unique experiences they will only find in Big Sky. The Air Route Development marketing campaign will continue to focus on supporting additional direct flights from destinations outside Montana to BZN along with expansion of existing airline flights to Bozeman.</p>	\$37,811.00	<p>VBS put print advertising dollars towards three major projects; West Yellowstone Visitors Guide, Air Route Development Fund, and banners at the Bozeman Airport.</p> <p>West Yellowstone Visitors Guide - VBS placed a full page ad in the 2019/2020 Official Visitors Guide for West Yellowstone. Over 45,000 copies of the guide are printed and distributed nationwide, in addition to being available online and for digital download. The Destination Yellowstone website see over 180,000 visitors per year and has over 60,000 followers on social media, resulting in a minimum of 385,000 ad views. This ad does not generate leads,</p>	Yes	900.00	Airport_Banners.pdf

			accommodations. Our winter campaign will turn to support other activities around Big Sky Resort's promotion of Big Sky as a world-class ski destination for example highlighting dog sledding, cross country skiing, snow shoeing, and skjoring.					however, with Big Sky being a gateway community to Yellowstone National Park and under an hour's drive from the West Entrance of the park, placing media in this publication is a must and is a strategy that will be used again in FY20.			
								<p>Air Route Development Fund - The overall goal of the monies put towards air route development was to drive traffic through print advertising to the Far From Ordinary landing page. More than 25,000 users visited farfromordinary.com, however no direct results from the print advertising are available at this time. This method proved to be successful and will be used again in the future.</p> <p>Banners at the Bozeman International Airport - In FY19, VBS designed brand new banners for three individual light posts, two that lie inside the airport greeting guests as they arrive to the airport and one that is outside targeting drive up traffic. All three banners were designed with the new brand standards for VBS and showed individuals participating in outdoor recreation during the summer months, the #1 market Visit Big Sky is trying to grow. During calendar year 18, the Bozeman Airport saw 670,923 enplanements, up 11.8% from the year prior. This method is therefore deemed successful and will be continued for FY20.</p>			
Consumer	Website/Internet Development/Updates	Yes	<p>Today's technologically-savvy traveler relies heavily on digital technology to dream about, plan, book, and share in travel experiences. In FY18, a new website was developed for Visit Big Sky so we will be able to connect more fluidly with travelers and provide them with a state-of-the-art digital destination resource. Main areas of improvement for the new site include: a digital visitor guide with interactive links, leads tracking capabilities, upgraded business listings and events calendars, improved email marketing connectivity, mobile optimization, trip planning resources, an overall improved user interface and site layout to support organic and paid SEO efforts. Local photographers, videographers and bloggers were used to update the website with content that highlights Big Sky's</p>	<p>Today's modern consumer is looking to the web to research, plan and book their travel experiences. DMOs aim to reach these consumers to inspire travel and encourage an increase in spending. According to Internet Travel & Hotel Booking Statistics 148.3 million travel bookings are made on a website each year with 65.4% of those bookings taking place on brand websites.</p> <p>*Source: https://www.statisticbrain.com/internet-travel-hotel-booking-statistics/</p> <p>Nielsen research found that travelers spend an average of 53 days visiting 28 different websites over a period of 76 online sessions before booking their travel plans. HuffPost reports that around 95% of leisure travelers read at least seven reviews before booking travel accommodations, tours and activities in a specific destination.</p> <p>*Source: http://www.cmo.com/features/articles/2017/5/5/15-mind-blowing-stats-about-digital-trends-in-travel-hospitality-1p-ddm.html#gs.vS0fp=E</p> <p>The method of planning and booking is becoming heavily skewed toward digital. Digital tools allow for greater analytical monitoring to see what visitors are looking for and did your destination provide that need which will allow for continued improved performance for the future.</p>	<p>KPI's will include the use of Google Analytics to measure the following; number of website visitors, unique visits, time spent on the site, pages viewed per visit, bounce rate, partner website pass through, and exit rate. SEO will also be used to measure the website ranking.</p>	<p>An improved website will help present Big Sky as a unique and worthwhile destination. Working with a knowledgeable website development company has ensured the Visit Big Sky website is utilizing all the latest technology to keep up with the ever-changing digital landscape and consumer demands. An improved website draws more traffic to the site, inspires travelers to plan a trip by effectively communicating the variety of winter and summer activities available, and ultimately become a resource to more easily navigate the area during their visit. Updates to the website are necessary to give each visitor the most up-to-date activities, events and accommodations that Big Sky has to offer.</p>	\$13,000.00	<p>At the beginning of FY19, VBS merged two previous sites, www.bigskywinter.com and www.visitbigskymt.com to create www.visitbigsky.com. Due to the merger and ending a contract with the previous web developer, all Google Analytics had to be rebuilt for the new site and there was no data available to compare year over year progress. However, VBS finds the dollars put towards web development and maintenance to be a successful method based on the following statistics:</p> <ul style="list-style-type: none"> Number of Website Visitors/Website Sessions: 237,534 --> 82.3% of these were new visits to the site Average Session Duration: 1 minute and 24 seconds Bounce Rate: 72.61% <p>The top three landing pages included the home page, a blog "17 Fun Facts About Yellowstone National Park" and the hiking page.</p> <p>According to Google Search Console, the Visit Big Sky website garnered 4.3 million impressions and 123.8 K</p>	No	VBS_Digital_Marketing_Report_-_Full_Internal_Report-2.pdf	

			businesses, events, natural beauty and amenities. FY19 funding will be used to maintain the website with current photos and other normal maintenance involved with a website.				clicks, with a URL click through rate averaging at 2.9%. VBS will continue to invest in this method and continue it in FY20.			
Consumer	Online/Digital Advertising	Yes	VBS will use a mix of social and online advertising, including but not limited to Trip Advisor and Crowdriff, during FY19. We will strategically leverage the CVB funds to compliment all marketing efforts of VBS while following all TAC rules and regulations. During FY19, Visit Big Sky will continue to execute a national and regional key market warm season campaign with a focus on educating potential visitors about our proximity to Yellowstone National Park and highlighting our unique summer activities and accommodations. Our winter campaign will turn to support other activities around Big Sky Resort's promotion of Big Sky as a world-class ski destination for example highlighting dog sledding, cross country skiing, snow shoeing, and skijoring.	Online advertising includes search engine marketing (SEM), many types of display advertising (including web banner advertising), and mobile advertising. It provides meaningful scale, cost-efficiency, frequency and has the ability to self-optimize. It also intercepts audiences within their core digital environments where consumers are actively looking for information. We can maximize impressions while leveraging targeting platforms to drive greater effectiveness and efficiency.	KPI's include number of leads generated from print ads, number of impressions, engagements and clicks on all social ads associated with the campaign, as well as monitoring the success of any expanded and/or new flight service into BZN.	VBS online digital monies will reinforce air route development print efforts in educating travelers about how easy it is to get to Big Sky via direct flights. The ease of getting to a destination dramatically impacts visitation. Awareness of Montana is low per Destination Analyst research with potential visitors knowing very little. This allows VBS to provide orientation to those visitors looking at Montana to plan their trip.	\$125,000.00	FY19 online/digital efforts consisted of three major projects; Air Route Development, renewal of the Trip Advisor contract and a digital advertising campaign on Hunting on Big Sky. Visit Big Sky saw the following results for each of the projects. 1. Air Route Development - \$9,500 was spent on air route development in a partnership with the #FLYBZN air development committee. Monies were spent on print ads and online banners promoting the new JetBlue direct air service from Long Beach, CA to Bozeman International. More than 25,000 users visited the farfromordinary.com landing page with 58% coming from social media and 37% direct. The Facebook page has grown to 9,200 followers and digital ads reached more than 970,000 people earning more than 2.9 million impressions. This method was considered a success and this partnership will continue in the future. 2. Renewal of Trip Advisor - VBS renewed its destination page on Trip Advisor for another year, however, this method proved to be unsuccessful and will not be renewed in the future. 3. Digital Advertising with Hoffman York - For the first time, VBS created a digital niche marketing campaign focused on hunting in Big Sky. All creative, placements, and reporting was done by Hoffman York. Examples of the ads placed are attached to this report. The campaigns objective was to increase interest and visitation to Big Sky, MT during the Fall 2019 hunting season. Geotargets included the states of Idaho, Wyoming, North Dakota, South Dakota, Texas and New York with specific DMA's being SLC, CHI, MSP, ATL, Helena, Missoula, Great Falls and Billings. Media tactics included display, paid social and SEM. The following results were seen. Executive Summary: <ul style="list-style-type: none"> • Drove over 27,500 site visitors to the dedicated VisitBigSky.com landing pages • Over 91% of dedicated page traffic came from paid media 	Yes	Hoffman York_Hunting Campaign Creative Examples.pdf

								<ul style="list-style-type: none"> Hunting campaign efforts Social first touch and retargeting ads accounted for over 53% of traffic Garnered 126 visitor guide sign ups <p>Native Display:</p> <ul style="list-style-type: none"> Native efforts delivered over 2.18MM impressions Native placements achieved nearly 5.1K clicks with a 0.23% click through rate <p>Programmatic Banners:</p> <ul style="list-style-type: none"> Display banners delivered over 3.2MM impressions Programmatic banners delivered 3.9K clicks to the dedicated landing pages Retargeting banners had a 46% higher CTR than first touch banners <p>Social Media:</p> <ul style="list-style-type: none"> Social media awareness ads delivered over 1.5MM impressions across the first touch and retargeting ads Interest/Consideration ads achieved nearly 6.5K total engagements with a 63% higher engagement rate than first touch ads Overall, social ads achieved over 25K total clicks <p>SEM:</p> <ul style="list-style-type: none"> For Fall activities - hunt keywords drove 36% of the site traffic Hunting Tips keyword drove the highest CTR at 7.41% <p>This campaign proved to be a success for VBS and was a great opportunity to test out a new niche market. This method will be used again, however it is undecided if a future hunting campaign will occur again.</p>			
Consumer	Opportunity Marketing	No	VBS will use this method to take advantage of any marketing opportunities that arise after this submission.	This will vary depending on the type of project, but we plan to measure the success as projects arise.	<p>During FY19 the following two projects arose for opportunities in marketing.</p> <p>1. Visit Big Sky in partnership with Yellowstone Country sponsored The Bloggers Exchange Conference (TBEX), to be hosted in</p>	There are opportunities which arise after our plan is submitted that we were unaware of at this time. This will help us take advantage of such opportunities. This will include any upcoming co-op opportunities that may develop during the year, last minute inventory offered that went unsold, new partnerships formed or markets identified, etc.	\$31,650.00	<p>1. Sponsoring TBEX proved to be a roaring success for VBS and other event sponsors alike. Team Big Sky was able to hold 40 appointments all of which were qualified leads for the destination. Following the event, VBS hosted two post-FAM's, one at Covered Wagon Ranch and one Big Sky focused FAM. Both FAM's were five days long and have already generated earned media and social posts following the event. Attached are copies of the itineraries from the FAM's and below are links to earned media.</p>	No		

					<p>Billings, MT during the month of September, 2019. This is an international media conference that brings in novice to world-renowned journalists, bloggers, influencers and media artists for a three-day conference followed by over 100 FAM's around the state of Montana. Success will be measured based on the number of attendees at the event, number of appointments had at the event, expected earned media and the number of social posts following the event.</p> <p>2. During the summer of 2019, VBS saw an increase in visitation to its visitor center and the need for more bathroom space arose. VBS rented a bathroom trailer to be placed outside of the visitor center to allow the ability to serve more guests and eliminate bathroom lines inside the visitor center. Success garnering the bathrooms.</p>		<p>Jessica Averett - Bring the Kids</p> <p>Jessica Averett - Social (Instagram) - 3 Posts in addition to multiple days of Instagram Story content</p> <p>Nancy Brown - <i>What a Trip</i></p> <p>Article 1 - Things to Do in Big Sky Montana in the Summer and Fall</p> <p>Article 2 - Wilson Hotel: Big Sky Montana Hotel Review</p> <p>Instagram Page</p> <p>VBS found the earned media from this segment to be a success and will use this method again in FY20.</p> <p>2. Visit Big Sky applied for and received a grant from MOTBD to purchase the portable executive restroom to be used permanently by visitors. The portable restroom allowed the visitor center to increase its total bathroom count by two and resulted in the ability to better serve our visitors with additional facilities that are attractive, safe and functioning. We received the toilets and they are operational.</p>			
Consumer	Photo/Video Library	Yes	<p>Visit Big Sky will add photos and video content to our library to use as selling points on our website and in advertisements. The MOTBD webDam Montana stock photo library is a great resource we will continue to utilize, but there is still a need for</p>	<p>According to <i>The State of the American Traveler Study</i> by Destination Analysts, about 58.2% of travelers visited a destination's CVB website before they decided to travel to the destination. Around 54.6% used some form of social media to make travel plans including on-line videos and phone apps. About 19.2% of those travelers used online video content to plan their trip and 19.5% used social photo sharing websites. The Internet is of course extremely important, with 64.0 percent saying they get their destination inspiration from one of the three primary digital</p>	<p>Visit Big Sky's objective is to refresh and build out its digital asset library. Success will be measured by the number of new assets</p>	<p>Visual images and video content are important influencers in consumers' decisions to travel to a destination. These visuals are the ultimate selling point for our consumers to experience the natural beauty and splendor of our area. It is important to visually communicate with potential travelers by</p>	\$16,500.00	<p>During FY19, VBS hired three photographers for multiple shoots throughout the year and was able to capture 144 new images to add to its content library. These photos were used in two banner projects that promote outdoor recreation in Big Sky, event marketing, social media, website beautification and will be used in future projects for</p>	No	Jonathan Finch_Outdoor Banner Image.jpg

			location and activity-specific images of Big Sky.	resources tracked (online media, social media or online video.)	added to the library.	showing - in addition to telling – the events and activities that are unique to Big Sky.		FY20. This marketing strategy was a success and will be used again in FY20.				
Consumer	Social Media	Yes	VBS will utilize a social media management tool (SproutSocial) to assist in scheduling, monitoring and reporting across multiple social channels including Facebook, Instagram, Twitter and Google+. It will provide insights into social media conversations revolving around the VBS brand, allowing us to participate and increase interaction with potential and current visitors. The tool also helps to identify social influencers who we can leverage to help increase brand awareness. Tech savvy consumers utilize social channels to communicate and ask questions about destinations, events, lodging opportunities and more. A social media management tool will allow us to more closely monitor and respond to these inquiries. The extensive reporting also provides detailed insights into our social media performance including top posts, demographics, best times to post and more influential followers.	VBS has found great success in sharing the unique offerings of our area on social media. This will be a continued focus in FY19 as we will continue to connect with influencers and participate in more organic social interactions with the use of this new social media platform. Below are our current social media statistics: <ul style="list-style-type: none"> • Visit Big Sky Facebook: 17,849 followers • Visit Big Sky Twitter: 2,841 followers • @visitbigsky Instagram: 9,613 followers 	Success will be measured by following industry standards and specific KPI's including increased likes, follows, @mentions and hashtag usage.	In today's digital world, word of mouth reigns. The visitor's ability to influence future potential visitor's via social media cannot be denied. Increasing awareness of the VBS brand via social media channels will help extend its reach to potential new visitors. This method connects the destination with influencers contributing to the digital conversation being had online about our destination. Further, user generated content from these channels garnered by VBS help to promote the authenticity of the destination through the eyes of the actual visitors.	\$7,500.00	<p>During FY19, VBS saw the following changes to its social media channels.</p> <ul style="list-style-type: none"> • Visit Big Sky Facebook: Fan/follower increase of 10.9% compared to FY18 resulting in 20,200 followers • Visit Big Sky Instagram: Fan/follower increase of 8.3% compared to FY18 resulting in 10,600 followers • Visit Big Sky Twitter: Fan/follower increase of 2.7% compared to FY18 resulting in 2,944 followers <p>Throughout the fiscal year, VBS monitored its social media efforts by using the social tracking and reporting tool, Sprout Social. VBS also invested in a new tool, HeyOrca an online social media planner. Monies were also spent on boosted posts for Facebook and Instagram. All three social platforms resulted in 6.4 million impressions, 175.9K engagements and 7,191 link clicks.</p> <p>Using social media extends not only the target marketing for VBS but the entire market globally. Anyone who has an internet connection can find Visit Big Sky's social channels. This method proved to be a successful marketing strategy and will be used again in FY20.</p>	No		Group Report (Visit Big Sky) July 1, 2018 - June 30, 2019.pdf	
Consumer	Joint Ventures	Yes	Dependent upon opportunities provided by the Yellowstone Country Tourism Region and MOTBD. Typically, it has been digital advertising co-ops, support of ad agency services and regional FAM trips.	Participating in joint ventures provides VBS with a great opportunity to work with other CVBs and regions to amplify our marketing messages. In FY18 VBS participated in a partnership with YC and the other CVBs in the region together with MOTBD. This resulted in VBS' inclusion in Mountain News Corporation, a booth share at IPW and content sharing with the State of Montana with RootsRated.	First, we will partner in Joint Ventures and measure success through the number of leads generated, ad impressions, and clicks throughs to the website.	VBS will work in partnership with Yellowstone Country, the six other CVBs in the region and MOTBD to leverage all parties' marketing dollars. As we know, visitors traveling to Montana do not spend their time all in one place, generally speaking. Driving scenic byways is one of the Montana brand pillars and speaks to the need to partner beyond the local destination with our region and the state.	\$40,000.00	<p>During FY19, VBS partnered on eight total joint venture opportunities, three of which were with Yellowstone Country and five with MOTBD.</p> <p>Yellowstone Country:</p> <ul style="list-style-type: none"> • Trip Advisor Co-op - From January through April, VBS placed geo-targeted and interest/content targeted banners for the winter season. Banners were targeted nationally and garnered 211,675 impressions and 308 clicks with a CTR of 0.15%. See attachments for banner examples. • Winter Print Co-op - The combined winter print co-op ran from October to December of 2018 with a total print circulation of one million. • Lee Enterprise Banners - To help drive traffic and 	Yes		VBS LiveIntent Ads-Hoffman York '18.pdf	

interest to Big Sky events during a local traffic time, VBS created four banners to promote the Big Sky Biggie, Vine and Dine, The Taste of Lone Mountain Ranch and the Moonlight Music Fest. All banners had premium positions on Missoulian.com, RavalliRepublic.com, BillingsGazette.com, HelenaR.com and MontanaStandard.com during the month of June, garnering 419,969 impressions and 666 clicks, with a total CTR of 0.16%. See attachments below for an example of creative.

- **Warm Season Print Co-op** - This combined warm season print advertisement featured inclusion on a warm landing page with logo, contact information and a link to the VBS website, in addition to leads from travel guide/map orders. VBS was also included in a two page spread in Midwest Living, Texas Monthly and San Diego Magazine. The print circulation equaled 1,267,522. Total email leads generated equaled 454.

MOTBD:

- **Parent's Magazine, Montana Travel Guide with MOTBD** - VBS placed its first 1/2 page ad in the Montana Travel Guide, an insert into Parent's Magazine. This was a lead generating print ad, garnering 31 leads who have opted in to receive emails from VBS. See attachments for creative.
- **Live Intent Banners** - Through programmatic banner placement, VBS ran a collection of six banners in targeted e-newsletters from January to February 2019. Total delivered impressions equaled 1,353,323 with 5,656 clicks and a CTR of 0.42%. See examples of creative in the additional attachments section.
- **IPW Booth Enhancements** - Monies were put towards a new booth for the IPW Travel Trade Show in May 2019, an effort shared by MOTBD and other participating regions/CVB's. The new booth allowed for an

							<p>updated and refreshed look to present Montana to buyers</p> <ul style="list-style-type: none"> • Joint Venture with Hoffman York - Through a joint venture opportunity with MOTBD, VBS was able to contract Hoffman York to create and place media for two niche marketing campaigns. The money spent here was for a creative fee. <p>All joint ventures in FY19 proved to be a successful use of this method for VBS and is planned to be used again in FY20.</p>			
Marketing Support	DMO Program Participation	Yes	<p>Destination International (DI) supports the profession of destination marketing, provides peer to peer idea exchange, access to research on visitor centers, training for meeting professionals and the travel trade. Big Sky is requesting funding for membership fees and conference registration fees.</p>	<p>DI's members become connected to a community of over 600 official destination marketing organizations that collectively command more than US \$2 billion in annual budgets around the world. DI is the passionate advocate and definitive resource for official destination marketing organizations and professionals worldwide.</p> <p>*Source: DI</p>	<p>We plan to measure success by paying our dues to be part of DI.</p>	<p>Destinations International is about serving destination marketing professionals first and foremost. Together with its members and partners, DI represents a powerful forward-thinking, collaborative association; exchanging bold ideas, connecting innovative people, and elevating tourism to its highest potential. It supports the profession of destination marketing, provides peer to peer idea exchange, access to research on visitor centers, training for meeting professionals and the travel trade. Big Sky is requesting funding for membership fees and conference registration fees.</p>	\$1,530.00	<p>VBS used its Destination International membership to train and educate its staff. Through the DI blog, case studies, monthly webinars and more. Visit Big Sky was able to stay on top of trends, industry changes and learn about international destinations. VBS found this method to be a success and will renew its membership again for FY20.</p>	No	
Marketing Support	Marketing/Publicity Personnel		<p>The Marketing Manager position is designed to manage projects, ensure consistent progress, and to create strong public/private sector partnerships to expand our marketing resources. Coordination with other local and regional marketing funds, events, and projects is also essential. This position is responsible for publicity and media communications, development and distribution of online press and information releases; development of a media (print) database and distribution of information to these sources on a regular basis; development and maintenance of a social networking marketing strategy focused on web-based travel sites, social networking sites, personal information/blogs sites, and community outreach. This position will also be responsible for creating the yearly marketing plan.</p>	<p>The Marketing Manager is responsible for closely monitoring and managing all marketing efforts of the Big Sky CVB. Tourism is the driving force of our local economy and destination marketing ensures a consistent brand message and encourages sustainable growth. Measurable statistics are found within each marketing method the Big Sky CVB completes.</p>	<p>The VBS Marketing Manager's effectiveness will be determined by how s/he meets expectations as detailed in the job description.</p>	<p>The VBS Marketing Manager reports directly to the CEO and will assist with the development/implementation of an integrated, year-round marketing and communications plan for the Big Sky destination that speaks to consumers, the travel trade, media and residents of Big Sky. Much of this will be done through acting as the account manager contact for existing VBS agency relationships. In addition, this person will be the lead project manager working closely with Big Sky tourism stakeholders, Yellowstone Country Tourism Region and its six other Convention & Visitor Bureaus (CVB) to promote and better facilitate the visitor experience in the region, as well as throughout the state of Montana in partnership with the Montana Office of Tourism and Business Development (MOTBD). Additional responsibilities include maintaining and monitoring the annual marketing budget, analyzing and reporting on the effectiveness of all marketing communications and providing administrative</p>	\$41,504.00	<p>Attached is a copy of the Marketing Managers job description and duties as assigned. From July 1, 2018 through June 30, 2019, the VBS Marketing Manager worked a total of 2,218 hours, averaging 92 hours per pay period.</p> <p>Employing a Marketing Manager is a crucial role for the organization and is vital for the success of VBS. Therefore, this marketing strategy will be continued in FY20.</p>	No	Marketing Manager CVB marketing plan.docx

			Job Description - Areas of Responsibility (including, but not limited to): attached separately			support in working with the VBS Board of Directors.						
Marketing Support	Administration	No	The administrative budget is to cover costs incurred in the implementation of approved marketing methods/ funded by the lodging facility use tax.	The CVB must have administrative staff to successfully run the CVB and accomplish the goals set forth in this plan.	Success will be measured if we spend no more than 20% of our budgeted new funding on this method.	Once complete, we will measure the percentage of funding spent on this method.	\$66,586.00	The administrative funds are used to pay the partial salary of the CEO and the Compliance Manager for time spent to complete CVB tasks. We spent 20% of our new funding budget on this method so we consider this method successful and we will use this method again in the future.		Yes		
Marketing Support	VIC Funding/Staffing/Signage	Yes	The Big Sky & Greater Yellowstone VIC employees a full-time coordinator and two part-time travel counselors to assist visitors. The staff spends an estimated 8-10 minutes per group assisting visitors with directions, outdoor recreation opportunities, accommodations, dining, and activities. Travel counselors are committed to giving high-quality personalized service on a year-round basis to assist visitors as a Gateway Community to YNP in the summer and ever increasingly to those coming to ski in winter.	Statistics from the Big Sky VIC during the 2017 calendar year are as follows: <ul style="list-style-type: none"> Total number of visitors: 19,500 Top visiting states: Mt, CA, MN, TX, CO, FL, PA, MI, WA, OH Total hours open: 2,452 hrs. Top five states requesting information: Co, WA, MI, TN, TX Top visiting countries: Canada, France, Great Britain, The Netherlands, Australia, Spain, India, China, Germany, Brazil The Institute for Tourism & Recreation Research (ITRR) research shows that visitors who use VIC staff as a source of information during their trip spend almost 55% more than that of all visitors and their length of stay is almost 31% longer. Source: ITRR	Measurability for the Big Sky & Greater Yellowstone VIC includes tracking the number of visitors and the number of requests for the Official Visitors Guide.	The Big Sky VIC is a vital part of the Big Sky Community. Big Sky currently lacks a significant, memorable sense of arrival upon entering our community. This issue is compounded by a lack of cell service an hour in either direction of our community. Many visitors utilize the VIC to ask directions and inquire about the area. The Big Sky VIC is not self-service. Travel counselors spend an estimated 8-10 minutes per group assisting visitors with directions, accommodations, dining and activities. Travel counselors are committed to giving high quality personalized service on a year-round basis to assist visitors during our robust summer park season and our ever-growing winter ski season.	\$20,350.00	The Big Sky & Greater Yellowstone Visitor Information Center employed eight different staff members through FY19, working a combined total of 1,646.75 hours. The VIC was only open July 2018 - October 2018 and then again in June 2019 due to an office/VIC remodel. The visitor counter went out of commission in early September so only partial numbers are reported. Below is the breakdown of visitors for the months that the VIC was open during FY19. <ul style="list-style-type: none"> July 2018: 1,630 visitors August 2018: 1,459 visitors September 2018: 50 visitors June 2019: 178 visitors This method has proven to be a success and serving our guests is the core of our mission. This method will be used again in FY20.		Yes		
Marketing Support	TAC/Governor's Conference meetings	No	The TAC and Governor's Conference expense is to ensure attendance at Tourism Advisory Council meetings, the annual marketing plan presentation meeting and the annual Montana Governors Conference on Tourism & Recreation. These expenses include transportation/mileage, meals and lodging.	Attendance at the Montana Governor's conference on Tourism and Outdoor Recreation is something that Visit Big Sky will do. The destination city changes from year to year and expenses include registration, travel, meals and lodging. The same expenses apply to the TAC meetings normally held in Helena, Montana.	VBS will measure success by sending one staff member to quarterly TAC meetings and the Annual Governor's Conference per rules and regulations of the MOTBD.	It is requirement for being the fiscal sponsor of Montana Lodging Facility Use Tax monies.	\$2,500.00	The VBS Marketing Manager attended the TAC marketing meeting in Helena on September 24 -25, 2018. McGee also attended the TAC meeting in Helena on February 4, 2019 and again on June 10-11, 2019. VBS was also able to have representation at the 2019 Montana Governor's Conference in Butte, MT by sending McGee to attend as well. Because this method is a requirement as a fiscal sponsor for the Montana Lodging Facility Use Tax monies, this method will be used again in the future and at least one representative from Visit Big Sky will always be present at all TAC meetings and the Annual Governor's Conference.		Yes		
Marketing Support	Printed Material	Yes	CVB funds will enhance current creative assets by producing printed collateral for usage in our VIC, BZN, and International Travel	According to the U.S. Department of Commerce, by 2020, the U.S. should see a 20% growth and an additional 15 million international visitors. International travel to the U.S. from China, Canada, the UK, Japan and Mexico account for 75% of the international travelers coming to the United States.	Number of maps printed and distributed at the Big Sky & Greater Yellowstone	International visitation to Big Sky is continuing to grow. In FY17, Resort Tax funds developed single page materials translated to Chinese, French, Spanish, Japanese and German.	\$1,400.00	This method was not able to be used in FY19 due to the VIC remodel so it was not successful, however, it will be used again in the future.		No		

			and Trade Shows as well as for the Far. From. Ordinary. regional Air Route Development Marketing Committee's campaign.	*Source: http://tinet.ita.doc.gov/view/m-2017-l-001/index.asp	VIC, as well as by our lodging partners, will measure the success of this method.	Assisting in the production of printed collateral to help visitors in Big Sky is essential to their ultimate visitor experience.					
Marketing Support	Fam Trips	Yes	From the perspective of a Destination Marketing Organization (DMO), a familiarization (FAM) tour is an opportunity to host meeting planners, event coordinators, tour operators, or travel media and bloggers in Big Sky to create awareness and provide a positive experience. In other words, to familiarize planners, coordinators, operators and/or media – with our community.	Participating in FAM Trips provides Big Sky with an opportunity to make important networking connections with influencers who can help increase awareness of the area and its unique offerings. The growth in international travel is an important trend we will actively continue to participate in, especially with our proximity to YNP. Having professional and reliable representation by tour operators and media will be beneficial to the Big Sky brand.	Success will be measured by increased articles appearing in the press, social media posts on influencer channels and engagements with those posts and leads generated for group business.	The ability to familiarize media and influencers with outdoor recreation opportunities, unique experiences, lodging and dining options in Big Sky will help VBS to garner earned media.	\$10,000.00	<p>Over FY19, Visit Big Sky hosted or partnered in six different fam/influencer visits. The first was an influencer trip in July 2018 with two social influencers from Canada, Field & Forest and Hike 365. This influencer trip resulted in the following:</p> <p>Hike 365:</p> <ul style="list-style-type: none"> • Four (4) Instagram Posts (see attachment) • Three (3) Blogs: Hike: Lava Lake, Hike: Storm Castle, Hike: Beehive Basin <p>Field & Forest:</p> <ul style="list-style-type: none"> • Three (3) Instagram Posts (see attachment) • One (1) Blog: Big Sky Summer <p>The second FAM was in partnership with MOTBD, hosting Susanne Lorenz from Adventure Travel West. This trip for Susanne and her team was a scouting trip on potential group travel itineraries in and around Big Sky/Yellowstone. No media was earned from this trip. Following, VBS again partnered with MOTBD on a pre-fam for the GoWest travel trade show that took place a few days after the group visited Big Sky in Boise. VBS hosted six individuals who represented different FIT/group travel companies for a sleigh ride dinner at Lone Mountain Ranch, a day of dogsledding at Moonlight Basin, skiing at Big Sky Resort and assisted with overnight lodging at The Lodge at Big Sky. No direct media was earned from this FAM but it was a great opportunity to get facetime with reps and show off Big Sky.</p> <p>In late February, VBS partned with Lone Mountain Land Company and Big Sky Resort to host three bloggers from the parent company, MomTrends. The following media was earned.</p> <p>Gotham Love Blog // Suzanne Cohen: Big Things are coming to Big Sky Resort</p> <p>Instagram posts:</p> <ul style="list-style-type: none"> • Gotham Love 1 • Gotham Love 2 • Gotham Love 3 • Gotham Love 4 • Gotham Love 5 • Gotham Love 6 <p>MomTrends Blog // Nicole Feliciano: Reasons why Big</p>	No	JamiesonTwinPeaksSept2019.pdf	

							<p>Sky Resort is getting more popular in the past decade</p> <p>Instagram posts:</p> <ul style="list-style-type: none"> • MomTrends 1 • Ski Moms 1 • Ski Moms 2 • Ski Moms 3 • Ski Moms 4 • Ski Moms 5 <p>Project Junior // Pam Ginocchio: Why You Should Visit Big Sky Resort!</p> <p>Instagram:</p> <ul style="list-style-type: none"> • Project Junior <p>Late winter, MOTBD presented another partnership opportunity with Justin Jamiesone, owner and editor-in-chief of Get Lost Magazine. VBS hosted Justin and his family for a 3-day skiing trip to Big Sky (itinerary attached), dogsledding at Moonlight Basin, overnight stays at Lone Mountain Ranch, and dinner in town center at Lotus Pad. Big Sky Resort was also able to partner in on this FAM by providing ski rentals and lift tickets for Justin and his family. Earned media resulted in an 8-page article on ski destinations in Montana with lots of love given for Big Sky. Justin also did an entire Instagram story dedicated to Big Sky and has planned Instagram posts for the 2019/2020 winter season.</p> <p>In early summer, Julie Miller visited Big Sky gathering content for a summer roadtrip article to be published in SMH Magazine, an Australian publication. VBS was able to host Julie for dinner at Ousel and Spur and take her out on a guided hike on a local trail in Big Sky. There has been no published earned media at this time.</p> <p>All six FAMs/influencers trips proved to be a success for VBS not only for the amount of earned media but also the continued opportunity to partner with local stakeholders and MOTBD. This method will be used again in FY20.</p>				
Marketing Support	Research	Yes	In order to grow Big Sky tourism, VBS must continually monitor and measure visitor and resident sentiment. In addition, it is critical for the leader of the tourism collective to understand the dynamics of the local market. Research is the tool that facilitates for VBS. A current example of this is VBS' use of DestiMetrics. They are the leading supplier of lodging metrics and market intelligence for the	According to Tourism eschool "understanding the market in which you operate is essential in creating a robust tourism marketing strategy". "Destinations can leverage research to make sound decisions regarding product development and marketing, to remain competitive in our dynamic tourism industry." Research is the tool to be sure that changes you want to make are what the visitor would like when coming to your destination. *Source: https://tourismeschool.com/tourism-research-australia-operators-destinations/	Success will be measured by having greater access to data and information indicating past, current and future trends in the Montana tourism market. The ability to share this information with businesses	Scientific research is a critical tool for successfully navigating our complex world. Without it, we would be forced to rely solely on intuition, other people's authority, and blind luck.	\$33,232.00	Visit Big Sky supported two research efforts during FY19. The first was continuing support for the Voices of Montana Tourism office. 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+. Visit Big Sky receives a presence and directory link on the voicesoftourism.com which	Yes		

			North American mountain travel industry, providing "what you ought to know" about destination-wide metrics, lodging performance, benchmarking and resort intelligence. VBS utilizes DestiMetrics' foundational product, Reservation Activity Outlook, tracks past and present reservation activity, and sets the stage for measuring performance in the destination. These detailed reports gauge occupancy, Average Daily Rate (ADR) and Revenue Per Available Room (RevPAR) at the destination-level. Moving forward, additional research firms and methods will be employed to assist VBS in this area		and organizations will help garner more support of VBS' mission to increase visitation to Big Sky		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. We met our objective and considered this method successful. We will continue to include and fund the research method in the future. The second research project was the renewal of the Destrimetrics contract, a once vibrant program that was dormant for the previous two fiscal years. VBS was able to sign-on nine lodging partners all located within the Big Sky Resort Area District to be a part of the program. This method has proven to be a success and is a key tool for Visit Big Sky's marketing decisions and email program. This method will be used again in the future.				
Publicity	Press Promotions/Media Outreach		VBS will utilize media press promotions to increase the awareness of our brand and amplify the efforts of our summer/winter consumer advertising and online presence. This will be done by supporting our paid advertising, our website and other messaging efforts conducted across other platforms by creating lasting online content, which will set the tone of discussion about the Big Sky destination.	Brands looking to exceed their marketing and communication objectives rely on publicity to build awareness, from guiding conversations and acquiring new audiences, media outreach will help VBS to reach our goals.	Success will be measured by tracking an increase in media coverage and conversation regarding the Big Sky brand.	Marketing programs are proven successful by integrating messages across multiple channels of content delivery, and effective public relations efforts will multiply the effect of dollars invested in consumer advertising.	\$3,500.00	The Visit Big Sky CVB has yet to find a staff person to write press releases during Fy 19 so this segment was not utilized at all during this fiscal year. This method was not considered successful at the time but is intended to be used again in the future.	No		
							\$472,063.00				

Marketing Method Evaluation Attachments

- Attachment 1 Year end required budget vs actual.xlsx
- Attachment 2 Field&Forest_Hike 365_Instagram Posts_Summer 2018.pdf
- Attachment 3 JJamiesonItinerary.pdf
- Attachment 4 2018 West Yellowstone OVG_Reys Ads.pdf
- Attachment 5 Trip Advisor Banners_YC Joint Venture.pdf
- Attachment 6
- Attachment 7
- Attachment 8
- Attachment 9
- Attachment 10

Marketing Method Budget

Marketing Segment	Marketing Method	Bed tax funded budget	Non bed tax funded budget (optional)
Consumer	Print Advertising	\$37,811.00	\$30,000.00
Consumer	Online/Digital Advertising	\$125,000.00	\$392,700.00
Consumer	Website/Internet Development/Updates	\$13,000.00	\$8,400.00
Consumer	Opportunity Marketing	\$31,650.00	\$0.00
Consumer	Photo/Video Library	\$16,500.00	\$25,000.00
Consumer	Social Media	\$7,500.00	\$0.00
Consumer	Travel/Trade Shows	\$20,000.00	\$0.00
Consumer	Joint Ventures	\$40,000.00	\$15,000.00
		\$291,461.00	\$471,100.00
Marketing Support	DMO Program Participation	\$1,530.00	\$2,000.00
Marketing Support	Marketing/Publicity Personnel	\$41,504.00	\$13,400.00
Marketing Support	Administration	\$66,586.00	\$133,179.00
Marketing Support	VIC Funding/Staffing/Signage	\$20,350.00	\$14,921.00
Marketing Support	TAC/Governor's Conference meetings	\$2,500.00	\$1,400.00
Marketing Support	Printed Material	\$1,400.00	\$0.00
Marketing Support	Fam Trips	\$10,000.00	\$0.00
Marketing Support	Research	\$33,232.00	\$4,000.00
		\$177,102.00	\$168,900.00
Publicity	Press Promotions/Media Outreach	\$3,500.00	\$0.00
		\$3,500.00	\$0.00
		\$472,063.00	\$640,000.00

Miscellaneous Attachments

Description	File Name	File Size
Pie Chart for Marketing Segments	FY19 CVB required charts.docx	19 KB

Reg/CVB Required Documents

Description	File Name	File Size
FY19 Required Documents	FY19 Required Documents.pdf	118 KB
FY 2019 Required documents	MOTBD required documents.pdf	893 KB

