



Grant Details

68892 - FY19 Region/CVB Marketing Plan

72782 - FY19 Miles City CVB Marketing Plan

DOC Office of Tourism

Grant Title: FY19 Miles City CVB Marketing Plan
Grant Number: 19-51-023
Grant Status: Underway
Comments:
Applicant Organization: Miles City Area Chamber of Commerce
Grantee Contact: John Laney
Award Year: 2018
Program Area: DOC Office of Tourism
Amounts:
Contract Dates:

Contract Sent	Contract Received	Contract Executed
Project Dates: 06/20/2018	07/01/2018	06/30/2019
Proposal Date	Project Start	Project End

Grant Administrator: Barb Sanem
Contract Number: 19-51-023
Award Year: 2018

Contract Dates

Contract Sent Contract Received Contract Executed Contract Legal

Project Dates 07/01/2018
 06/30/2019

Project Start Project End

Comments

Amendment Comments

Community & Brand Support

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

The Miles City CVB includes Miles City and an area surrounding the city limits for approximately 50 miles. The Miles City area consists of badlands, flatlands, and rolling hills. The badlands cover the area to the east of Miles City all the way to Terry, Mt. These badlands include the Calypso Trail and the Scenic Drive. The rest of the area around Miles City is a mix of flatland and rolling hills. Unusual sandstone formations make for interesting subjects and wonderful backdrops for photographers, bird and wildlife observers and those that just want to more deeply appreciate the effects of nature time on these soft and ever changing soils. The flatland in the area is proving to be very fertile soil able to sustain many types of agricultural crops as well as being home of many forms of livestock. The area is also home for many wild animals such as deer, antelope, elk, pheasant, and grouse that make it a hunter's paradise. Miles City is located at the confluence of the Yellowstone and Tongue Rivers. These rivers, unique from the pristine trout streams of the western part of Montana, are known worldwide for their abilities to support other species such as catfish, paddlefish, sturgeon, walleye, northern pike, and bass. The rivers and their tributaries are also home to a large and varied bird population such as Canadian geese, ducks, crane, and pelicans, as well as aquatic mammals. The Yellowstone River is also a hotbed for agate hunters. Miles City is one of the best places to find Moss Agates, only found on the free flowing Yellowstone River.

Miles City offers countless opportunities for the outdoorsman that just wants to hike and boat. Arm yourself with a camera and you will witness things beyond imagination. Birders will see many species of birds from the wild canary all the way to the American bald eagle. The Miles City area was home to many of the greatest Indian encounters in history. Fort Keogh, just west of Miles City, was originally a remount station for the cavalry during its early years. General Custer left out of Miles City on his trek to the Little Big Horn. It now houses the Fort Keogh Experimental Station which is a world class center for agricultural experimenting. The Fort has produced its own breed of cattle (The Line 1 Hereford) as well as produced range grasses that thrive in our climate as well as in other parts of the world. Miles City also offers one of the premier Old West Museums in the country The Range Riders Museum

opened in 1939 and has grown into a complex housing everything from dinosaur bones to Indian Headdresses. The Waterworks Art Museum is also a pillar of tourism in Miles City. The WAM offers many great shows including the Western Art Roundup held during The World Famous Bucking Horse Sale. This and a Quick Draw in the park offers culture to the large weekend crowd. The Ursaline convent and the National Historic Districts bring more history to the forefront. Walking Paths and "Ghost Tours" have proven to be special ways of bringing Miles City's history to life for our visitors.

Miles City is also at the crossroads of the highway system in southeastern Montana. Interstate 94 passes in an east/west route intersecting Montana highway 59. highway 59 north goes to Jordan and beyond and 59 south goes to Broadus and points south into Wyoming and South Dakota. The "Brockway Cutacross" out of Terry gives us access to the highline. As the medical and retail hub of the area we play host to all sports tournaments, regional meetings, expos, clinics, and workshops. Miles City has put a priority in recruiting and housing small conventions as well as larger day meetings. We have increased our abilities to house larger meeting based on new facilities at the Fairgrounds as well as new meeting rooms in some of the motel properties. Our Sleep Inn has done a great job of convention/meeting recruitment that has sparked interest. Miles Community has always been there for us in this regard and has increased its offering with the addition of their new Ag Advancement Center.

Miles City has always been proud of its ability to host and promote events. For the last 68 years Miles City has been home to the World Famous Miles City Bucking Horse Sale. The third full weekend in May brings people from all over the U.S. and visitors from several foreign countries to town to participate in the "Cowboy Mardi Gras". This event doubles our population for the four days of the event. We sponsor our assist in several other events throughout the year that impact the economy of the community as well as helps educate the community of the importance of tourism to our well being.

Miles City is not without its challenges. We have cited before that we are no longer a part of the Essential Air Service in Montana. The City of Miles City has decided to not seek reentry to the EAS mostly due to the cost leaving us in a desperate search for a fixed wing operation. We have an interesting situation as we are so close to Billings for this to be very inviting and to far from Denver to be economical. We will keep up the efforts to solve this issue. We also are dealing with the energy issues of both the Bakken and Colstrip. While the Bakken seems to be coming back a bit the Colstrip issue got worse over the winter. The closure may be moved up as much as 8 years making plans much more critical as we ready ourselves for the town to lose its biggest source of revenue. We have got a better handle on the West Exit problem we have cited in the past. We have started a campaign that has all of the businesses on the road into town from that exit to advertise their address as Exit 131, the road to downtown Miles City. This has already having an impact and we really just got started.

We will work on our issues but we will always take advantage of our location as a midway point for visitors from the east as they head toward the national parks and we will always try to stay vibrant in our approach to marketing Miles City. We will also continue to educate the people of Miles City on the importance of tourism to our community. The other thing we will never stop preaching is to stay true to our lifestyle because that sells our community more than anything we can pay for.

Describe your destination.

We have listened to people and began to open up to what is available as well as affordable. we are taking the approach that our marketing is three fold. The State puts out a definite direction, as does the region, and we need to be the third leg of that stool. We can play off of all three phases that have been put in place for us if we stay open to avenues that are made available to us. The inspiration to visit our area has been laid out for decades in movies about the old west. Everyone that ever watched a western movie pictures themselves living the lifestyle of a cowboy. We have people that actually live like that every day. The nice thing is we have all the amenities of modern times to fall back on. We sponsor events that can almost put our visitors into this lifestyle. The World Famous Miles City Bucking Horse Sale is designed to turn the visitor into a cowboy during their stay. They can go to rodeos, watch horse races, and kick up their boots at a street dance. You can wear that cowboy hat you always wanted to wear and not look out of place because that is the preferred headwear of the day. We hold ranch rodeos, and professional team ropings, all designed to give our visitors that cowboy experience. We also market to the more modern visitor with the Waterworks Art Museum and the Range Riders Museums. We have a diverse offering but we really never get to far from our western roots. So we orientate and facilitate kind of all at once. We also are really good at doing nothing. We like our visitors to slow down and enjoy life. We have new walking trails, river frontage that's great for staring at. This is who and what we are and we have found that our visitors love it and it's a very easy story to relay.

Optional: Include attachments here

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

ITRR defines our target market as people from the east heading towards the national parks. We would consider those people to be from North and South Dakota, Minnesota, Michigan, and Iowa. We are seeing more and more traffic from Wyoming, Colorado, Idaho, and Washington. This would make us think that these are returning visitors to Montana that are discovering the eastern side. As we inventory our visitors to the Range Riders, Waterwork Art Museum, and witnessing our local events we are seeing a younger group that are leaning to historic education as well as fossil chasers. Native education and the Lewis and Clark trail seem to be on the upswing again. We will always cater to the outdoorsman, hunting, fishing, hiking, and camping will always be a draw.

We are still seeing that emerging group of people that just want to do nothing. They want to take that day trip and see the country but need to get back for a nice dinner at night. The river walkers and the rock hunters that just want a little peace and quite but not enough to feel that they are in the wilderness. These are the fun ones because they tend to stay longer once they get sucked in by our lifestyle. There is nothing better than hearing "WE only planned to be here a day but we just love it here."

b. What are your emerging markets?

As stated in "a" we see our emerging market being that visitor that isn't the structured traveler. They tend to be wanting relaxation versus constant entertainment. We see more visitors or tourist at locally sponsored events than we ever have before. They tend to be lifestyle shoppers rather than always on the go people. We use to refer to our old visitor as time travelers because they always had a schedule they tried to stick to, but now we have a much more relaxed visitor. The back roads are much more inviting and they will drive out of their way to see something. These are the fun ones that stop for information because they give us the opportunity to craft their trip to some extent. We joke in the office that if we can get them in they're here for 2 days.

Optional: Include attachments here.

c. What research supports your target marketing?

We rely on ITRR as well as DA for research. We also study our social media analytics to see who is visiting us. We are in constant touch with our hoteliers as well as local business for their input as to what trends they are seeing. We have also maintained for years that as the local Chamber of Commerce we either put on most events or we sponsor them in part. This gives us the opportunity to be in attendance and actually see who is there. This is probably not as effective in larger cities but in Miles City it is a good test as we know most everyone in attendance. Visitors stand out more in our markets. Word of mouth is probably not considered research but I have actually been called by a bar to help answer a visitor's question so we maintain a close relationship with people coming to Miles City.

Our goals for the coming year are to become more active in joint venture projects both with the State and with Southeast Montana. We had more money last year than on years past and we got to be more creative. We found that we could do more than we ever thought. We also found that we could do it for less money than we thought. This was an eye-opening experience for us and one that we look forward to being more involved with. We will look to grow our visitors at local events as well as maintain attendance at our Big events such as the World Famous Miles City Bucking Horse Sale. We have plans to enlarge the facilities at the sale, but until the facilities get bigger we want to hold the crowds we have. We had a terrible winter, weather-wise, so we are studying what we can do to enhance our winter market. This is going to be a big push for us so we will be working with MOTBD and the region to brainstorm this issue.

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

It is my opinion that the eastern side of Montana hasn't had a strong presence in the States marketing and I think we need to find a way to fix that. Perhaps it is our fault for lack of input but I would like to, as funds are available to work with them to help this situation improve. We have seen a dramatic drop in visitors in the last couple years. Weather has been a real problem but I think a new approach is needed. They have reached out to us and we just need to get started. I don't advocate anything drastic because what they are doing is awesome, but we could use a shot in the arm right now.

Optional: Include attachment here.

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

We just started doing joint ventures because I didn't realize it was something we could ever afford. Maybe in all honesty I didn't see the value. We did some things with Southeast this past year and it was great. We have done some ads with Glendive and Billings with great success. I am much more receptive to this now and look forward to working with everyone. Teamwork works.

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

As stated before I have done very little but we did some Fam Tour sponsorships as well as some marketing with Glendive and Billings through Southeast Montana Tourism that has been exciting as well as successful. Look forward to doing more in the future.

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	Website/Internet Development/Updates	We plan to use \$6,000.00 to update our website. It is important to stay up with the expectations of our website. We have some new ideas as well as that of our designer. We share the cost of the website with the Miles City Area Chamber of Commerce. We use bed tax funds for to do our design and updating and the Chamber funds all of the placement. We will look at a more obvious separation of Chamber and CVB items. One thought is building in a community driven event guide that has more of a visitor interest and less of a business interest. Also we will explore the division of links to direct the visitor from the shopper/guest.	The current research shows that we have a large following and we need to keep our site fresh and inviting. Our research shows that our website has 268 daily visitors with a 3:34 minute stay time. They visit 5.32 pages per visit and that 71% of our visitors come from mobile devices. That is up 20% since last years final report.	We have great analytics that we can see daily. We can see the effectiveness as well as if are targets are right. We will monitor these results and chart our course accordingly. We also hope to be able to find ways to target analytics to monitor the Chamber and CVB impacts. Finally we will compare year end stats against last year for hard results.	We will monitor our analytics against the previous year for corrections and success.	\$6,000.00	We exceeded our expectations, possibly because we placed drivers to our site on all our ads for the year. We increased our daily visitations from 231 to 347. We increased time stayed from 3.12 to 3.81 minutes and our average page per visit from 4.0 to 5.92. Also we saw 47% of our visitors found us by search engine, 42% from facebook, and 11% from other sources. It is our plan to continue to upgrade and improve our web presence and keeping our site fresh and appealing.	
		We plan to use \$7,000.00 on print advertising. Print advertising has also evolved for us. We use it for local events as we have in the past, but we are seeing more and more articles about the BHS		All the magazines I have seen are sold based on rate cards and coverage areas. They come with the			Yes we met our objectives and actually with the addition of tags to our ads we are able to track things more accurately than ever	

Consumer	Print Advertising	<p>and Miles City. These present great opportunities because they are so closely aligned to the covers. We have already been approached by 3 magazines that are doing features on either Miles City or the BHS this fiscal year. We have backed off of newspaper a bit and tend to hit the last minute reminder type of ad so that we can concentrate more on the recruitment ability of the magazine offering. This seems to be much more effective in the long run. We can also push the community as well as The Range Riders Museum, and The Waterworks Art Museum with ads in these western magazines because due to our affiliation with the Chamber we have some input in the content of the articles. We also plan to place ads in some of the region travel guides for drive through traffic.</p>	<p>ITRR and the State office give us great direction. We also can be more direct by the type of audience we go after based on the demographic group a given magazine is geared to. Most of the magazines that approach us about stories are relying on the same customer to sell their product as we are to come and visit so we can play off their research. While they are selling to me I can make my assessment of them. We are also able to use Annalist to map the best placements based on defined target markets.</p>	<p>number of people that read them, or the numbers that hit the shelf. Since we have such a small budget we tend to place ads in magazines that are popular with our culture because they are the target audience for what we do. We do some seasonal advertising such as hunting, photography which tend to be fall and spring, and western. We measure success with attendance and visitations. We also listen to our event sponsors and the frontline people. We will also add tags to our ads that will lead to direct phone calls and web visits to judge effectiveness as well as requiring crowd counts from all events we advertise.</p>	<p>We have added links back to our web site as well as requiring every event we advertise for report back with a complete count of visitors. We can monitor collections to also see if events equate to overnight stays.</p>	\$7,000.00	<p>before. Checking solid event attendance counts, Arrivalist, and web analytics we feel that we saw good results. We saw slight increases of about 4% at all events with the exception of the Bucking Horse Sale. Weather was a huge factor this year with rain, snow, cold, and wind dropping crowd size by over half. This is a huge setback but we still held to status quo for the year in overnight stays. We also saw a slight increase in visitors which is exciting for the year which is very positive. The Arrivalist numbers showed overnight stays at .07 for both 18 and 19 as well as an increase of 871 visitors. Analytics also show increases that would indicate our ads drove increased website visits. We will continue this practice in the future.</p>	
		<p>It is our plan to use \$11,632.00 on Radio/TV Advertising. Last year we began using TV as an advertising tool and saw great success. We still feel that radio has a place in our plan but it has much less significance that before. We have seen the value of the visual effect on people that TV has as a</p>						

Consumer	Radio & Television Advertising	<p>driving force based on the fact that we have used a generic ad that just puts us in the public eye and it is usable in all seasons. We plan to stay constant in all seasons with TV and use radio for special event based marketing. Our TV is so regional in the east that we can reach numerous audiences with limited buys making it easy to reach Wyoming, North and South Dakota, and our Montana region with our limited funds. We have plans to use \$5,700.00 of the \$9,000.00 to sponsor/ produce a 30 minute documentary on The Range Riders Museum. Along with the show we will receive 2 30 second commercials we will use Miles City footage for along with the welcome and close. RFD TV puts us in front of 750,000 viewers nationwide. The show will air at least 5 times during Special Cowboy Moments, a special feature aired weekly. We will still push our major events such as the World Famous Miles City Bucking Horse Sale Concert, The Bluegrass Festival, Kansas City BBQ Contast, Our Fair, etc. with radio in the area. We can cover a 300 mile radius of Miles City on 4</p>	<p>Based on numbers from ITRR and checking drive numbers from MDOT, and Arrivalist we have a solid idea the direction people come here from and that has afforded us the ability to be very targeted when it comes to ad purchases. As stated in the methods we have figured out the best places to be for the most success for the best use of our funds. WE will monitor web annelitics, aa well As Arrivalist for numbers. We also require crowd numbers from all events we advetise to see percentages of increase/decrease as a test of success.</p>	<p>We will use a solid crowd count based on sponsor generated numbers. We will continue to monitor Arrivalist for were our visitors are coming from to make sure we are hitting the best locations for success. We will also monitor phone and web visits generated from direct advertising.</p>	<p>We will measure success by watching our web visits, as well as annelitics. We will also pay attention to Arrivalist because of the ability to track numbers from one fiscal year to another.</p>	<p>\$11,632.00</p>	<p>We met several objectives in this method. We funded a RFD TV show on the Range Riders Museum. Based on RFD research the show was viewed by over 750,000 viewers nationwide. We also received 2 30 second ads in the package. The show was aired 5 times on RFD. We have the film on file in the office as well as the commercial. We also used that same TV commercial, produced in house, to run throughout the year on Cowles, a 4 state media group. Affidavites are on hand in the office. We also run all video on our website for feedback. All our radio is run in accordance to Rules and Regs. and affidavites are on file. All of these methods proved to be extremely successful and we will definately do them again.</p>
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		stations keeping that also very affordable. We also have been fortunate enough to have people want to do TV shows about our town and its history that have really helped our efforts to attract visitors that we have been able to help sponsor. We of course will run all our radio ads from 6AM to 7PM with the addition night ads if the price is right. We only run 30 second ads. TV are also 30 second and placement is based on cost.						
Consumer	Printed Material	We plan to use \$3,000.00 for Printed Materials. We use these funds to either reprint or freshen and print a brochure. We do one per year according to need. We have developed our brochures so that they stay don't get dated easily. This rotation basis we operate under seems to be the most effective way to stay fresh and keep our inventory up. We have several that are running low.	We print based on the information people want for a given title. We can judge the value by the numbers that are taken from the stands. We can also tell if we have a brochure that has no appeal for some reason. Those are culled and we move on to something else. This is sometimes a different look with the same information our a complete redo. Supply dictates demand.	We know the number we print and distribute and we know the count left at the end of the year. If people are taking them it is a success.	We didn't have a need to print this year.	\$3,000.00	We did not use funds for this in FY19	
Marketing Support	Administration	We use our Admin. funds for office rent as well as supplies as needed to handle the operational needs of the Miles City CVB. We also operate a VIC out of the office	We utilize these funds to the best of our ability in accordance with the Rules and Regs.	We will measure success by taking care of our needs while staying within budget of 20% of total budget and in compliance with Rules and Regs.	We will measure success by accomplishing our goals and still stay with the budget of 20% of total budget.	\$7,113.00	We accomplished all our needs as described and stayed under the actual collectioned amount of 20% of total collections. Budget to actual was 84%. We met our objectives, will continue this method in compliance with rules and regs.	

Marketing Support	Opportunity Marketing	<p>This was a placeholder when the marketing plan was first done but due to an unforeseen incident a need arose to decorate our streets for the holidays in a big hurry. The towns Christmas lights were destroyed when the building they were housed collapsed from snow load. We did not have the time or money to replace them by Christmas so we came up with a plan to use street banners instead. We found three vendors that made custom fabric banners and street light pole brackets, drew up a bid proposal, and began to put our plan together. After we got the bids back we saw that we could expand our plan because with only having to buy two more sets. We bought 51 Christmas banners with brackets in the first order, and later put out 51 Western Welcome banners as well as 51 spring/summer banners. Of the first 51 holiday banners 10 of them had the logo of Shop,Dine, and Stay. We used that phrase for a TV campaign with a commercial we produced in house.</p> <p>Of course as per rules and</p>	<p>When the Banner project first came up we looked at traffic counts on the three streets these banners would hang and saw that they would be viewed by a very large group of people both local and travelers. We also looked into the idea of using them in ad campaigns as a focal point. The original banners had a christmas theme on 40 of the 51 banners we purchased. The other 11 had the words Shop, Dine , and Stay on them. These banners hung on Main Street, South Haynes, as well as Valley Drive East, our three busiest streets. We hoped that the three word tag line would be something we could market.</p>	<p>It was our plan to use our website to monitor the success of this based on the ad being tagged back to our site. We also put pictures on our facebook page and asked what people thought of them. It will be easy to monitor based on response and location.</p>	<p>Our plan gave us a way to measure the success of the project based on website findings as well as facebook inquiries. We actually were contacted on facebook by another community about who we bought the banners from because they wanted to use them in their community.</p>	\$6,632.00	<p>Yes, this more than met our original objective. In fact based on the responses we received on the 51 Holiday banners and our TV ads we ordered 51 Western Welcome banners, as well as 51 Spring/Summer Banners. We plan on ordering a Fall banner for FY 20. We will stay constant with the Shop, Dine, and Stay plan as we move this plan forward. These banners are a part of our print ad plan as well as TV. We have visitors to our VIC ask how often they change, as well as take photos to take back home to show people in their towns. It met our objective and will for years to come.</p>	
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		regs. none of this was done until our plan was approved by the Marketing Committee.						
Marketing Support	Cooperative Marketing	This is a placeholder in case a project is offered.	We will make sure any project is researched before entering into it.	We will evaluate based on best practices when and if the time comes.	We will evaluate if the time comes.	\$2,000.00	We didn't use funds this fiscal year.	
Marketing Support	Joint Ventures	This is a placeholder in the case that a joint venture would come about.	We will make sure the proper research is done before entering into such venture.	We will measure success based on research using best practices.	We will formulate a plan as the need arises.	\$5,000.00	We did not use funds for this in FY19	
Marketing Support	TAC/Governor's Conference meetings	We will use funds to offset expenses to travel to TAC and Gov. Conference on tourism.	The information gathered at these meetings is vetted by the TAC and MOTBD for its value to us and our operation.	By attending these meetings and sharing information with my board and stakeholders while staying within budget will show success.	Attendance at all meetings, sharing info with board members and stakeholders while staying within budget is a success.	\$3,000.00	I attended all meetings expending \$2616.00 of the budgeted \$3,000.00. I was able to bring back valuable info from these meetings. Cost is subject to location of meeting as Miles City is not centrally located. It met our objectives and we will always fund this based on the educational value it brings to our CVB.	
						\$51,377.00		

Marketing Method Evaluation Attachments

- Attachment 1 FY19MilesCityBudgetVsActual.pdf
- Attachment 2 MilesCityFY19BudgettoActualbyMethodPieCharts.xlsx
- Attachment 3
- Attachment 4
- Attachment 5
- Attachment 6
- Attachment 7
- Attachment 8
- Attachment 9
- Attachment 10

Marketing Method Budget

Marketing Segment	Marketing Method	Bed tax funded budget	Non bed tax funded budget (optional)
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Consumer	Radio & Television Advertising	\$11,632.00	\$0.00
Consumer	Print Advertising	\$7,000.00	\$0.00
Consumer	Printed Material	\$3,000.00	\$0.00
Consumer	Website/Internet Development/Updates	\$6,000.00	\$0.00
		\$27,632.00	\$0.00
Marketing Support	Administration	\$5,645.00	\$0.00
Marketing Support	Opportunity Marketing	\$4,000.00	\$0.00
Marketing Support	Cooperative Marketing	\$2,000.00	\$0.00
Marketing Support	Joint Ventures	\$5,000.00	\$0.00
Marketing Support	TAC/Governor's Conference meetings	\$3,000.00	\$0.00
		\$19,645.00	\$0.00
		\$47,277.00	\$0.00

Miscellaneous Attachments

Description	File Name	File Size
Pie Chart	pie chart.xlsx	16 KB
Pie Chart FY19	piechart.xlsxFY19.xlsx	16 KB

Reg/CVB Required Documents

Description	File Name	File Size
Required Documents	Compliance forms.pdf	280 KB
FY19 Required Documents	FY19 Miles City Required Documents.pdf	104 KB

