



Grant Details

**108656 - FY22 Region/CVB Marketing Plan**

113963 - Big Sky CVB Marketing Plan

DOC Office of Tourism

**Grant Title:** Big Sky CVB Marketing Plan  
**Grant Number:** 22-51-011  
**Grant Status:** Underway  
**Comments:**  
**Applicant Organization:** Big Sky Convention of Visitors Bureau  
**Grantee Contact:** Lori Wetzel  
**Award Year:** FY22  
**Program Area:** DOC Office of Tourism  
**Amounts:**  
**Contract Dates:** Contract Sent 06/16/2021  
**Project Dates:** 07/01/2021  
**Grant Administrator:** Barb Sanem  
**Contract Number:** 22-51-011  
**Award Year:** FY22  
**Contract Dates:**



Contract Sent    Contract Received    Contract Executed    Contract Legal

**Project Dates**  
 07/01/2021  
 06/30/2022

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?*

**A) Who we are:** Big Sky was born a destination ski resort in 1973. Tourism is a part of our DNA and as a result, the visitor economy is the lifeblood that affords our residents the opportunity to live, work and play here, and to have the quality of life they have, much like many Montanans. Montana is the American West at its best. This rugged state still has a touch of its wild past brimming from its cities and small towns and its massive unaltered natural spaces. National forest acreage outnumbers residents in Montana, the country's 4th largest state by land size. These wide-open and uncrowded spaces are what have enticed explorers, writers, and Big Sky enthusiasts to Montana over the last 100 years.

Source: <https://www.planetware.com/tourist-attractions/montana-usmt.htm>

Not only is outdoor recreation the reason why people choose to visit Big Sky, but it is also why eventually, they choose to come live the dream that is Big Sky. This phenomenon has fueled the growth of the other two industries contributing to the three-legged stool of Big Sky's local economy: development/construction and real estate. Second homeowners purchase property in one of our three, private residential clubs – Moonlight Basin, Spanish Peaks Mountain Club and the Yellowstone Club, and come to call Big Sky "home," for at least part of the year.

Big Sky is known first and foremost as home to Boyne-owned, Big Sky Resort and the *Biggest Skiing in America*® offering 5,800 acres of skiable terrain in winter. In summer, Big Sky is a Gateway Community to Yellowstone – America's First National Park, located just under an hour's scenic drive along the famed Gallatin River from the park. Far-removed from any urban center, Big Sky's location at the junction of U.S. Highway 191 and MT Highway 64 (Lone Mountain Trail) in south-central Montana, is centrally positioned along the ninety mile stretch through the scenic Gallatin Canyon between Bozeman Yellowstone International Airport (BZN) to the north and the most accessed West entrance to Yellowstone to the south. 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 geography, history, culture and personality.

The myriad of Outdoor Recreation activities accessible in and around Big Sky is what attracts our visitors, residents and second homeowners. Visit Big Sky's role (VBS) as the official Destination Management and Marketing Organization (DMMO) and fiscal sponsor of the state-designated Big Sky Convention & Visitor Bureau (CVB) created *Imagine Big Sky 2023* its board adopted Tourism Master Plan to develop and promote Big Sky's summer outdoor recreation experience so that it rivals its world class winter reputation.

Yellowstone National Park played host to upwards of 3.8 million people in 2020. The number of visitors was down slightly from 2019 due to the COVID19 pandemic. Of the five gates, the most trafficked is the west entrance located less than an hour's scenic drive from Big Sky along the Gallatin River. This proximity of Big Sky to a world-renown bucket list destination, the spectrum of accommodations it has to offer from affordable to luxurious, along with much more diverse dining options compared to those available in other park entrances, are competitive advantages for the destination as it looks to attract park visitors for the summer and shoulder seasons, April through November. There are also those who come for guided tours into Yellowstone in winter. Collaboration between Yellowstone Country and Glacier Country Tourism Regions to more formally promote travel "Between the Parks" albeit a 962-mile drive will continue to capitalize on the popularity of Montana's national parks.

**B) Who we wish to attract and why:** Big Sky encompasses 120.2 square miles of natural beauty completely encapsulated by public lands, with numerous mountain ranges, the majestic Gallatin River, and diverse wildlife along with year-round recreational activities all right in its backyard. It is ideally suited for both the educated traveler and families in pursuit of adventure and outdoor recreation. Winter attracts visitors in search of the *Biggest Skiing in America*®, with world-class downhill skiing and snowboarding at Boyne-owned Big Sky Resort now also accessible to IKON and Mountain Collective passholders which has introduced the destination to the targeted audience of passionate skiers. Nordic skiing at Lone Mountain Ranch (LMR) – a National Geographic Unique Lodge of the World – with more than 85 km of world-renown trails is also a draw, along with dog sledding, snowshoeing, snowmobiling, blue-ribbon winter fly fishing, and ice-climbing. The Big Sky Skating and Hockey Association's ice rink is open to the public for ice skating and hockey in Big Sky Town Center. LMR's horse-drawn sleigh rides and snow coach dinners at Big Sky Resort round out the destination's winter activities.

Big Sky Resort leads winter marketing efforts in conjunction with Colorado-based Alterra Mountain Co., founders of the IKON Pass, along with the consortium of ski companies behind the Mountain Collective pass, which include some of the world's best ski resorts. Big Sky's greatest opportunity, and the focus of VBS, is to grow the destination's reputation BEYOND world-class winter. Occupancy levels differ by roughly 30-35% between the two seasons, and four months of what we call shoulder season remains between mid-April through mid-June and again from October through late November when many businesses reduce operating hours or close completely to coincide with the closure of Big Sky Resort. Bed tax collections reflect this imbalance with winter earning \$3 for each \$1 in revenue in summer.

The summer recreation experience offered by the Big Sky destination is unparalleled: comprised of 50+ hiking trails including the 6.6-mile round trip Beehive Basin Trail, blue ribbon fly fishing made famous by *A River Runs Through It*, whitewater rafting and kayaking, horseback riding, mountain biking, rock-climbing, bird-watching, camping, golf and zip-lining.

Big Sky Resort's *Basecamp to Yellowstone*® offers activities including the Lone Peak Tram ride up to Montana's highest scenic overlook at 11,166 feet, access to 40+ miles of mountain biking trails, guided hikes, a high ropes course, a climbing wall and paintball. Lake Levinsky Marina situated at its entrance offers pedal boats, canoes and paddle boats. The scenic 18-hole Arnold Palmer-designed public golf course at Big Sky Resort rounds out their offering. Additional mountain golf experiences include the private Jack Nicklaus-designed course The Reserve at Moonlight Basin, and Spanish Peaks Club Golf Course designed by Tom Weiskopf, both are currently accessible to renters of specific property management units for an additional fee. For the public at-large, Big Sky's 44-acre Community Park with growing amenities and trail expansion, additional mountain biking and hiking trails, is also a draw. Finally, Big Sky has tremendous access to regional outdoor experiences that can be explored as part of any trip including the Custer Gallatin National Forest, Hyalite Canyon, Hebgen Lake, Quake Lake, Cliff and Wade Lakes, the Headwaters of the Missouri, Lewis and Clark Caverns, Ennis and the Madison River, and Virginia City.

### C) Strengths:

1) Despite COVID-19, during 2020, the airport added an eighth airline, Sun Country with new seasonal service to Minneapolis/St. Paul (MSP). Additionally, Alaska added daily service to Los Angeles (LAX) and Allegiant added non-stop service to Nashville (BNA). Also, JetBlue added new seasonal service to Boston (BOS), New York (JFK) and Fort Lauderdale (FLL) and relocated their Long Beach service to Los Angeles (LAX). Finally, American added seasonal service to Charlotte, NC (CLT). Bozeman handles 30% of all air traffic to and from Montana, one third of which is tourism related. BZN is served by Alaska, Allegiant, American Airlines, Delta, Frontier Airlines, JetBlue Airways, Sun Country and United.

Passenger totals in and out by airline brand in 2020 were:

- United Airlines – 267,786
- Delta Air Lines – 263,525
- American Airlines – 139,510
- Alaska Airlines – 116,967
- Allegiant Air – 50,333
- Frontier Airlines – 33,023
- JetBlue – 11,269
- Sun Country – 6,088
- Chartered Airline Flights – 1,274

Source:

<https://bozemanairport.com/2020passengertraffic#:~:text=The%20COVID%2D19%20global%20pandemic,to%202019%20record%20passenger%20traffic>

Located approximately an hour's drive north of Big Sky, BZN is a convenient airport for Big Sky travelers with regularly scheduled airport shuttles. A rehabilitation of the main runway in 2018 coupled with the construction of a 1,100 stall multi-use \$30 million parking garage completed in June 2019, have facilitated BZN's continued growth.

2) Big Sky's first branded property, The Wilson Hotel – Residence Inn by Marriott opened in late May 2019 and continues to introduce the destination to the world's largest hotel company's audience of millions of Marriott Bonvoy loyalty club members. As the only lodging property located within the Big Sky Town Center, it will also be an ideal location for both Montana residents and adjacent drive market non-resident visitors due to its proximity to the vibrant weekly and special activities and events that take place right outside its doors on the Town Center Plaza. The Wilson's conference facility accommodates smaller groups and compliments Big Sky Resort's Yellowstone Conference Center which continues to offer state-of-the-art accommodations, with meeting facilities capable of hosting 750 guests. It is one of the largest facilities of its kind in Montana, able to attract national and international corporations and organizations for conferences.

3) Big Sky's full-time resident population is approximately 3,000. But during peak periods but it can swell to be as many as 15,000 people. Beyond its unparalleled outdoor recreation activities, Big Sky plays host to at least forty major events throughout the year. Unique events, activities and entertainment make Big Sky enticing to both the regional drive market and the out-of-state visitor. The continued development of Big Sky Town Center including the recently relocated Big Sky Events Arena and new Town Center Plaza located adjacent to The Wilson Hotel make it the hub for community events especially in the summer with Music in the Mountains, a free outdoor concert series and multi-day Classical Music Festival, a weekly Farmer's Market with 100+ vendors, Big Sky PBR voted Event of the Year seven times along with a new music festivals Peak to Sky. On the mountain, Big Sky Resort's Craft Beer Festival and Vine & Dine, along with Moonlight Musicfest are additional summer draws. Winter-season events and activities include the Big Sky Christmas Stroll, Big Sky SkiJoring, and Big Sky Big Grass. Competitive sporting events such as The Rut and Big Sky Kids' Adventure Games, World Free-skiing Tour circuit events, Sam Adams 3D Air & Apres Show, the Big Sky Biggie 50m/30m Mountain Bike Race and new Town to Trails 5k continue to build their reputations and draw participants and spectators from around the globe.

4) VBS renewed its three-year contract with DestiMetrics in 2019. The goal of this relationship is to continue to gain market intelligence and lodging metrics for the North American mountain travel industry consisting of 18 mountain resort destinations and the local destination being that VBS has no inventory per say. Big Sky traditional lodging entities and property management companies contribute their confidential data to DestiMetrics. It is then compiled and shared in aggregate via monthly reports outlining lodging performance based on Daily Occupancy Rates, Average Daily Rates, Rev/Par etc. It provides year-over-year data analysis including "booking pace" for the upcoming six months. A Retail Report projecting the next 60 days' occupancy can be shared with the businesses throughout the destination to assist them with staffing levels and inventory purchases. And finally, with each monthly report, DestiMetrics provides a market overview and comparison of the industry encompassing the 18 destinations with broader market conditions and travel trends impacting tourism-dependent communities and businesses. A monthly conference call and quarterly in-person meetings are held to discuss the qualitative impacts contributing to quantitative picture painted by the data.

5) Yellowstone National Park – Big Sky's position adjacent to Yellowstone National Park is a primary driver for summer visitation and a point of differentiation from other outdoor recreation-based destinations. The opportunity for Big Sky to leverage the fact that almost a million visitors enter the Park less than an hour's scenic drive from it remains a strong growth opportunity. Big Sky is a Gateway Community Partner to Yellowstone Forever, YNP's philanthropic arm, and the National Park Service and continues to explore ways to collaborate.

6) Increase in Resort Tax receipts - Even with the COVID19 pandemic having a drastic impact on many travel destinations, Resort Tax receipts for Big Sky increased 12% for July-Sept 2020 compared to July-Sept 2019 and receipts increased 13% from Oct-Dec 2020 compared to Oct-Dec 2019. Following the same pattern, Yellowstone National Park hosted 360,034 recreation visits in October 2020, up 110% from October 2019. This was the busiest October on record, surpassing the previous record (252,013) set in 2015 by an increase of 43%.

### D) Opportunities:

1) NEW Legislation: Senate Bill 241 (SB 241) – The ten Resort Tax Areas/Communities within Montana, whose local resident populations are dwarfed by the number of visitors they play host to each year, were successful at the 66<sup>th</sup> Montana Legislature in getting Senate Bill 241 signed into law. In May 2020 the Big Sky community voted "yes" for the 1% Increase to Resort Tax for Infrastructure. It will fund specific infrastructure projects to address water, sewer, capacity, water quality and the development of future affordable housing. Much of this infrastructure is needed to support current demand as well as future growth projections so it is necessary. Big Sky now has the opportunity to have our visitors help fund these necessary projects through the 1% since the build out is addressing peak capacity not local resident population need.

2) Increased Connectivity and Mobility–Despite COVID-19, during 2020, the airport added an eighth airline, Sun Country with new seasonal service to Minneapolis/St. Paul (MSP). Additionally, Alaska added daily service to Los Angeles (LAX) and Allegiant added non-stop service to Nashville (BNA). Also, JetBlue added new seasonal service to Boston (BOS), New York (JFK) and Fort Lauderdale (FLL) and relocated their Long Beach service to Los Angeles (LAX). Finally, American added seasonal service to Charlotte, NC (CLT).

\*Source: <https://bozemanairport.com/2020passengertraffic#:~:text=The%20COVID%2D19%20global%20pandemic,to%202019%20record%20passenger%20traffic>.

3) COMING 2021: Another NEW Hotel(s) and Second Large Convention Property: The \$400 million ultra-luxury Montage Big Sky at Spanish Peaks announced in September 2018 is currently under construction. Nestled within Big Sky's 3,530-acre Spanish Peaks enclave, it will feature 150 guestrooms and suites, and 12,870 square feet of some of the finest meeting and event space in the greater Rocky Mountain region. The Montage will offer a year-round mountain paradise for luxury adventurers and outdoor enthusiasts alike and again brings with it a loyal following from its other 7 Montage properties and 2 Pendry Hotels. This additional meeting space, coupled with Big Sky Resort's Yellowstone Conference Center, will attract more MICE (Meetings, Incentives, Conventions and Exhibitions) business to Big Sky. Stay tuned, two additional hotels are in the works, first the ultra-luxury One&Only in Moonlight Basin and the other in Big Sky Town Center, however further details have not yet been released.

4) Big Sky Resort's *Big Sky 2025 Development Plan*/Winter Messaging– Big Sky Resort's 10-year, \$150 million *Big Sky 2025 Development Plan* includes extensive mountain improvements and additional summer recreation activities; Mountain Village enhancements; increased transportation options; and community engagement, including extensive housing developments. These enhancements will benefit the entire community and strengthen Big Sky's reputation as one of the top mountain resort destinations in the US. On mountain, the central, two-story Mountain Mall reopened with the Winter 20/21 season as the Exchange with the new Vista Hall in place of its old cafeteria. The modern food hall has fireplaces and six different food stations with everything from ramen and crepes to stone-fired pizza cooked in a 6,000-pound wood-fired oven. A new bar serves cocktails and offers proper seating with great views of Lone Peak. On warmer days, an expanded outdoor deck is the place to be, with seating for up to 250 people, more fireplaces, DJ sets, and village views. Replacing M.R. Hummers is the new hot spot Westward Social with friendly games of "ring the bull," stein hosting, and ro-sham-bo to keep all ages entertained.

### E) Potential Challenges:

1) Proper health and safety measures, new products and services, and alliances with industry stakeholders are foundational elements DMOs must put in place as they prepare for their borders reopening and travel resuming. As interest in the destination grows, DMOs must ensure to activate and accelerate implementation of their targeted marketing strategies to serve the pent-up demand and capture market share. Meanwhile, as many international borders remain closed, DMOs everywhere need to focus on domestic travel opportunities, and as would-be travelers and tourists dream of their next travel experiences, DMOs everywhere must act now to prepare and ensure that those upcoming experiences meet travelers' growing expectations

Source: [https://www.thinkwithgoogle.com/\\_qs/documents/10309/Actions\\_for\\_Destination\\_Marketers\\_.pdf](https://www.thinkwithgoogle.com/_qs/documents/10309/Actions_for_Destination_Marketers_.pdf)

With the effects of COVID19 still affecting our county one year later, the future of visitor travel is still unknown. With much of the country removing COVID restrictions, statistics are still showing a large number of new cases despite the vaccination efforts throughout the country. Per Yellowstone National Park statistics, visitation for the months of September and October were the busiest on record so VBS could be primed to be a stopping point for those visitors who are making plans to see YNP in 2021-22.

Source: <https://www.nps.gov/yell/learn/news/21001.htm>

2) Workforce/Affordable Housing - More than 50% percent of Big Sky's workforce commutes in daily and this does not include the transient construction trade workforce. In 2019 and 2020 the Bureau of Business and Economic Research (BBER) hosted their state-wide Economic Outlook Series events which focused on *Facing the Challenges of Affordable Housing in Montana and Finding Good Workers* which illustrates how these two issues are impacting not only Big Sky, but all of Montana. However, the housing issue in Big Sky is at crisis proportions with more than 500 units needed just to address current housing needs, compounded by the fact that the Bozeman Micropolitan Statistical Areas which includes all of Gallatin County, is the fastest growing in the U.S. with significant in-migration. The resulting negative impact on businesses and their ability to attract and retain a qualified workforce is undeniable. Recruitment continues to be a major road block for Big Sky's businesses.

**3) Shoulder Seasons/Short Term Rentals –**Two “Shoulder Seasons” exist in Big Sky, defined as the time when Big Sky Resort and many local businesses close or dramatically reduce operations, typically mid-April through mid-June, and again from October through Thanksgiving weekend (weather permitting). This is compounded by the fact that the West entrance to YNP in West Yellowstone is closed to vehicular traffic between early November and late April. Only guided snow coach and snowmobiling tours enter in winter months, which is not widely known by first time visitors based on data collection by the state and in the VIC. The Shoulder Seasons are contracting as the community continues to grow and diversify, however unfortunately there are still times when Big Sky is NOT “Open for Business.” Another contributing factor to this is that 70% of residences in Big Sky are owned by second homeowners who either choose to let their home sit vacant when they are not here or only have them available as a short-term vacation rental property. The loss of long-term rentals to STRs over the past three years is significant and contributes to the lack of affordable workforce housing.

**4) Natural Events/Economic and Political Environment–** Big Sky is a destination rooted in outdoor recreation. Therefore, its tourism-based economy is impacted by natural events such as wildfires, compromised waterways, low levels of snowfall and more. These unpredictable acts of nature can be devastating. Economic factors and political challenges at a national and international level, such as a recession or decreased international visitation due to travel restrictions and political tensions, could negatively affect the number of visitors coming to Big Sky.

#### F) Does VBS align with Montana’s brand pillars:

**1) Spectacular Unspoiled Nature** -Montana’s first brand pillar of spectacular unspoiled nature is addressed within all aspects of our marketing efforts. Visit Big Sky’s paid and owned media leverage large, vivid imagery to display areas within and around Big Sky and YNP.

**2) Vibrant & Charming Small Towns** -The States’ second brand pillar is vibrant & charming small towns that serve as gateways to our natural wonders. Visit Big Sky’s main goal is to increase brand awareness and immediate visitation from national and regional markets during the summer and winter travel seasons capitalizing on the high visitation and awareness of YNP. VBS co-brands Big Sky with YNP in summer creatives. Big Sky is located 58 miles north of the west entrance of the park and truly serves as a gateway to those visiting YNP.

**3) Breathtaking Experiences** -Montana’s last brand pillar emphasizes breathtaking experiences by day and relaxing hospitality at night. We accomplish a seamless use of this brand within our paid and owned media. When allowable, our creative copy within our print, online, social and website contain inspirational descriptions of our recreational, lodging, dining and shopping amenities. Big Sky is a tourism-based economy, so our breathtaking experiences and relaxing hospitality is the base of our marketing message.

Big Sky, situated in southwest Montana exemplifies the MONTANA Brand Pillars, but so do many of the other amazing destinations throughout the state. What makes Big Sky unique? In May 2018 Visit Big Sky’s Board of Directors adopted *Imagine Big Sky 2023*, its 5-year Tourism Master Plan developed with Destination Think! It included a Big Sky Place DNA™ Study to uncover what makes Big Sky, Big Sky. The goal was to determine the core identity of this place which is at the epicenter of all experiences and stories generated by this place. In addition to its alignment with the Montana Brand Pillars. The more aligned a destination’s projected and perceived reputation, the greater its authenticity and credibility to attract, retain and convert visitors into storytellers on its behalf. And as we are all aware, the internet and social media have given visitors and their word-of-mouth the power to drive future visitation to our destinations.

What we learned about Big Sky is that it tells its story as a place where people integrate their lives with nature like nowhere else. Big Sky is an *R-destination*: It is a **Remote** place where people come to **RECREATE** first and foremost and **Reconnect** with nature and themselves; a place to **Reboot, Reload, Recharge**, and **Rejuvenate**, with an importance on preservation of place and showing **Respect** for the natural surroundings and the local community.

- **Big Sky is a unique ecosystem that provides diverse OUTDOOR RECREATION opportunities and interaction with nature right in its backyard**
- **Big Sky is changing – it is growing and becoming an economic engine for the regional and the state, with that come impacts on the social and cultural fabric of the community and the environment**
- **Big Sky is about BALANCE.** The essence of Big Sky’s DNA is about the way people interact with nature here. Consumption of this beautiful place and its outdoor recreational offerings by visitors and residents alike needs to be done **RESPECTFULLY**, to preserve this special place for future generations. If not managed appropriately, Big Sky’s quality of life, the natural beauty that draws people here, and its sustainability are in jeopardy.

#### Describe your destination.

**A) Inspiration** –There can be no destination branding without locals, so an important part of the Big Sky DNA Study process was to engage and excite Big Sky locals in the conversation about tourism and its positive impact on the Big Sky economy and community. Our residents are passionate about this place. They choose to live where others vacation, in an evolving community born a tourist destination. Who better to share Big Sky and inspire others to come visit than our locals?! Taking this one step further, our past and present visitors, through positive word of mouth, also provide this inspiration for future visitors. Finally, VBS will inspire visitors by showcasing the Big Sky destination via its owned and paid media channels: a robust website (visitbigsky.com), social media accounts (Facebook, Instagram, Pinterest, YouTube), email marketing, digital advertising, publications (Official Visitor Guide, Big Sky Hiking Guide), and through personal interaction with guests calling in to or stopping by the Big Sky & Greater Yellowstone Visitor Information Center.

**B) Orientation** –As the fourth largest state by area, covering a vast and varied geography, orientation for our visitors is important. Familiarity with Montana as a destination is low as illustrated by the research done for MOTBD by Destination Analysts. It showed that 8 out of 10 people who come to Montana for the first time do so to visit one of the two National Parks – Yellowstone or Glacier. Big Sky located less than an hour’s drive from Yellowstone, leverages this in summer marketing communications to orient our visitors. Visitors to the Park do not tend to stay in one place the entire time but move throughout the region so collaboration with Yellowstone Country Tourism Region and our five fellow CVBs (Belgrade, Bozeman, Livingston, Red Lodge and West Yellowstone) allows us to collectively brand a destination experience unlike any other in the country. This “packaged” itinerary, again, helps with visitor orientation. Only 4% of travelers are considering Montana as a winter destination and that is primarily to come and ski. Orientation in winter is done by the name/brand recognition built up by Boyne’s Big Sky Resort through highly targeted channels. Joining the IKON and Mountain Collective Pass products also has helped orient the passionate skiing audience to the resort and Big Sky. Finally, #FlyBZN is a regional collaboration that VBS participates in dedicated to expanding and obtaining new air service into Bozeman Yellowstone International Airport. Its marketing support orients visitors by communicating direct flight markets into Bozeman/Big Sky. The orientation of guests into the Big Sky destination itself is done by designating the Canyon – Meadow – Mountain areas and the related outdoor recreation activities in each. The VBS website, OVG and other communications reinforce this lexicon, as does the Wayfinding Signage on US Highway 191 and along MT Highway 64 into and around Big Sky.

**C) 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 information sharing with our consumers throughout the planning and purchase process with a mix of paid, earned and owned media. Further, VBS will continue to work with local tourism stakeholders to present new content as it develops to keep the messaging fresh and connect the potential visitor with their websites for additional information. The Big Sky & Greater Yellowstone VIC, VBS website and downloadable OVG, in addition to the 30,000 hard copy guides distributed throughout Montana and in ID, NV, UT, WY, are touch points and key pieces of communication that assist visitors. Yellowstone Country Tourism Region’s guide and regional map are also helpful in facilitating a trip to our area.

#### Optional: Include attachments here

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

#### Demographic

For summer:

- Adults 25-65+
- HHl: Over \$75K+
- Well educated: College Degree and Families

For Winter, following MOTBD’s Winter Enthusiast Demographics

- Adults 25-54
- Married with kids in the home
- HHl: \$75K+

#### Geographic

1. **For SUMMER:** For out-of-state include all direct flight markets that lead to Bozeman Yellowstone International Airport; served by eight airline brands with coast to coast service including **Atlanta\***, Boston\*, **Burbank**, Charlotte\* **Chicago**, **Dallas/Ft. Worth**, **Denver**, Detroit, Fort Lauderdale, Houston\*, **Las Vegas**, **Los Angeles**, **Minneapolis/St. Paul**, **Nashville**, Newark\*, New York JFK\*, New York LaGuardia\*, Oakland, Philadelphia\*, **Phoenix-Mesa**, **Portland**, **Salt Lake City**, San Diego, **San Francisco**, **Seattle/Tacoma**, and Washington D.C. with year round destinations in bold.

2. **For WINTER:** For out-of-state include all direct flight markets that lead to Bozeman Yellowstone International Airport; Atlanta\*, Boston\*, Burbank, Charlotte\* Chicago, Dallas/Ft. Worth, Denver, Fort Lauderdale, Houston\*, Las Vegas, Los Angeles, Minneapolis/St. Paul, Newark\*, New York JFK\*, Nashville, Phoenix-Mesa, Portland, Salt Lake City, San Francisco, and Seattle/Tacoma.

Big Sky’s summer and winter target geographies are different due to reason for visiting – Yellowstone or skiing – and the mode of transportation to get here. Summer has a heavy in-state as well as drive in market from not only adjacent states but from throughout the US due to the increase in travel via RVs and sprinter vans. Direct flight markets are key as well with Salt Lake City one of specific importance due to many international and domestic travelers choosing to fly into it and then drive to the West Entrance of Yellowstone from there. During the winter months non-resident visitors are primarily flying into BZN to come to ski, so again direct flight markets are key. However, we cannot overlook Montana resident travelers as a significant audience coming to Big Sky to ski.

**Psychographic** –Educated travelers and Families 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 America's First 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.

b. What are your emerging markets?

**Emerging Markets** – Bozeman Yellowstone International Airport (BZN) is Montana's busiest airport and serves as a year-round gateway to Yellowstone National Park. BZN also serves the recreation areas of Big Sky Resort and Bridger Bowl as well as the business centers of Bozeman, Belgrade, Big Sky and Livingston and higher education at Montana State University and the Gallatin College. BZN handles more passengers than any other Montana airport. Overall, non-stop service will be offered to 20 markets on 8 airline brands. BZN completed several construction projects in 2020. In November, the Concourse B expansion opened with four more gates, an additional restaurant/bar, mother's room, and pet relief area. BZN also constructed over 3,000 linear feet of taxiway and infrastructure to serve additional new private hangars. Eighteen new private hangars were constructed during 2020. BZN is the seventh busiest airport in the 7-state Northwest Region of the country (region including Colorado, Utah, Wyoming, Idaho, Montana, Oregon and Washington) and the 100<sup>th</sup> busiest airport in the nation in terms of passengers

\*Source: <https://bozemanairport.com/2020passengertraffic#:~:text=The%20COVID%2D19%20global%20pandemic,to%202019%20record%20passenger%20traffic>.

Based on our statistics, MT, CA, MN, ID and UT are the major markets bringing in visitors to the Big Sky destination. Many travelers land at the Salt Lake City airport and drive to Big Sky. Canada was the largest international market, and we expect that to be again once the borders between the countries are re-opened. With non-stop flights added to Washington D.C. and an increase in the number of flights to New York-JFK, VBS will concentrate efforts on these markets to increase our visitation.

During FY22, we expect larger than normal domestic visitation, especially to Yellowstone National Park. As more Americans receive the COVID vaccine, many will feel more comfortable traveling to destinations in the US. We do feel, however, that once international travel is opened again, we may experience a decline in domestic visitation for a short time.

**Optional: Include attachments here.**

c. What research supports your target marketing?

**Research** – VBS utilizes research provided by the Montana Office of Tourism and Business Development (MOTBD) and the Montana Destination Brand Research Study (2016). Further, it leverages the updated tourism statistics and special reports from Tourism Advisory Council (TAC)-selected research projects provided annually by the Institute for Tourism & Recreation Research (ITRR). The DestiMetrics lodging platform utilized by VBS in partnership with nine lodging partners in destination provides up-to-date occupancy and rate data, and this, coupled with website and social media analytics, past marketing campaign effectiveness and visitor information from guests to the Big Sky & Greater Yellowstone Visitor Information Center are all used to inform marketing decisions. VBS also works with agencies to gather market-specific research. With the Tourism Sentiment Index Live, VBS can view sentiment data about Big Sky in real time through an online dashboard. The annual report and the dashboard generates our Tourism Sentiment Score® by analyzing 50 tourism assets. TSI Live generates a sentiment score relative to the time frame we choose to view. TSI Live also includes a COVID-19 crisis module to help us understand attitudes and emotions in Big Sky. This module helps us determine when to resume marketing activities and what to say.

Source: <https://www.sentiment-index.com/faq>

Imagine Big Sky, the five-year Tourism Master Plan for VBS was adopted May 2018. In FY19 VBS took its first step to operationalize this strategy into an annual plan. With new leadership on the horizon for Visit Big Sky and Visit Big Sky CVB, the time frame for completion of these goals has shifted into the future past 2023 but specific measurable progress for each goal will be a priority for FY22.

1. Develop a sustainable SUMMER OUTDOOR RECREATION experience

Goal: 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 WORLD-CLASS WINTER

Goal: Big Sky's reputation for sustainable, outdoor recreation beyond The Biggest Skiing in America®, 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. A new and improved Visitbigsky.com website will launch in April 2021, and it, as well as VBS' social media channels will play a big role.
  - 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 as well as on the customer journey from touch down to take off.
  - 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

Goal: Visit Big Sky will have successfully implemented this strategy through leading a collaborative effort of all stakeholders including its industry peers, resulting in a vibrant local economy and a healthy and sustainable community for Big Sky.

The VBS vision is ambitious because VBS is a relatively small player in a highly competitive environment alongside its other seventeen mountain resort destinations which participate in the DestiMetrics lodging platform 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. 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 (social/cultural) factors in Big Sky.
- Optimize the organization to ensure that our team and partners have the capacity and capabilities to enable them 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 U.S. 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?

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

MOTBD joint ventures related to agency services assistance due to the limited staffing resources here in Big Sky are valuable, for media placement as well as more regional research. Joint public relations efforts, FAM Trips and participation in international travel trade-shows to address international markets can only be done via Joint Venture for Big Sky.

**Optional: Include attachment here.**

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

Regional CoOps

Visit Big Sky/Big Sky CVB will continue to work with organizations, businesses, Yellowstone Country Tourism Region and the six other CVBs within it to combine our marketing efforts in order to increase tourism to the region at large. Joint Ventures have included a regional/local Trip Advisor program, co-op print and digital in winter/skiing publications, a statewide digital campaign and regional FAM Trips.

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

In FY20 VBS partnered with MOTBD in a few warm and winter season joint ventures: Digital media buy in Parent's Magazine for summer digital ads, Hoffman York for a hiking and hunting marketing campaign execution, and three TBEX FAM trips. Out of each of these joint ventures, we have received exposure in new markets (2 Traveling Dads), furthered our media reach (hiking and hunting campaigns), and received many images and articles that we will absolutely utilize in future marketing efforts. We also have partnered with Yellowstone Country in a winter print joint venture. These partnerships allow Big Sky to engage in activities that it might not be able to afford. Yes, they were successful, and we will continue to take advantage of the opportunities put forth by the state and Yellowstone Country.

**Optional: Include attachments here.**

**Optional: Include attachments here.**

**Optional: Include attachment here:**

**Marketing Segment, Method & Budget**

| Marketing Segment | Marketing Method           | Describe your method.  | Provide supporting research/statistics.  | Describe the quantifiable measurements for success including Regulations requirements.   | Estimated budget for method. | Marketing Method Evaluation | Add'l Attchmnt |
|-------------------|----------------------------|--|--|--|------------------------------|-----------------------------|----------------|
| Consumer          | Online/Digital Advertising | Online advertising includes search engine marketing and optimization (SEM/SEO), many types of display advertising (including web banner advertising), and mobile advertising. It provides meaningful scale, cost-efficiency, frequency and 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. | Digital marketing 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. Visit Big Sky will use the Tourism Sentiment Index to understand media consumption habits of the core target audience and, ultimately used this data to determine which channels would drive the most awareness and relate strongest to our audiences. Source: <a href="https://www.sentiment-index.com/">https://www.sentiment-index.com/</a> | KPI's include copies of the ads and reporting of the number of impressions, engagements and clicks through rates on all social ads associated with the campaign. | \$20,000.00                  |                             |                |
|                   |                            | Visit Big Sky will use print advertising by  |  |  |                              |                             |                |

|          |                                      |  |   |   |             |  |  |
|----------|--------------------------------------|--|---|---|-------------|--|--|
| Consumer | Print Advertising                    | strategically leveraging the CVB funds to compliment all marketing efforts of VBS while following all TAC rules and regulations. During FY22, VBS will continue to execute a national and regional key market warm season campaign with a focus on educating potential visitors about our proximity to YNP and highlighting our unique summer activities and accommodations.   | As VBS continues to increase its online and digital marketing efforts, it will continue to use print advertising to compliment the digital presence. Print advertising is tangible and tactile representations of your brand and offering, something websites wish they could achieve.<br>Source: : <a href="https://www.conlinspress.com/printed-catalogs/#:~:text=Printed%20catalogs%20absolutely%20still%20have,websites%20wish%20they%20could%20achieve">https://www.conlinspress.com/printed-catalogs/#:~:text=Printed%20catalogs%20absolutely%20still%20have,websites%20wish%20they%20could%20achieve</a>   | KPI's include a copy of the ad and reporting the number of impressions, engagements and clicks on the ads in the West Yellowstone Visitor Guide.  | \$15,990.00 |  |  |
| Consumer | Billboards/Out-of-Home               | <b>Banners at the Bozeman International Airport</b> - VBS designed brand new banners to be located in the airport terminal. The banners were designed with the new brand standards for VBS and showed individuals participating in outdoor recreation during the summer months which is the target market for our campaign. New banners in the parking garage structure will be created to target those who exit the airport terminal in a different location than where our current banners are located.  | *Airport passengers are an alert, excited and receptive audience within a captive setting. The nature of the travel activity means that they are also in a positive mindset, which means that brands at the airport have a chance to reach a high concentration of people who welcome messaging and pay extra attention to it compared to in their everyday lives." Source: <a href="https://www.jcdecaux.com/blog/airport-advertising-10-reasons-why-it-works">https://www.jcdecaux.com/blog/airport-advertising-10-reasons-why-it-works</a>   | KPI's will include the increase in passenger traffic and the success of expanded and/or new flight service into Bozeman.  | \$3,500.00  |  |  |
| Consumer | Website/Internet Development/Updates | Today's tech-savvy traveler relies heavily on the internet to dream about, plan, book, and share travel experiences. In FY21, a new website was developed for VBS to better showcase the Big Sky destination by providing a state-of-the-art digital destination resource. The new site updates included: a digital visitor guide with interactive links, leads tracking capabilities, upgraded business listings and event calendar, 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 continue to provide new and fresh content that highlights Big Sky's outdoor recreation experience, natural beauty, events, tourism businesses, and amenities. FY22 funding will maintain the optimal functionality of the website and continue to showcase Big Sky. | A great website will focus on providing inspiration and information to the right people at the right time by reflecting on the interests of its visitors. Your DMO knows its visitors better than anyone, so use visitor personas and knowledge of the customer journey to help you decide what to display. Worry less about clever copy and more about communicating helpful, relevant information<br>Source:<br><a href="https://destinationthink.com/blog/8-tips-destination-marketing-dmo-website-hall-of-fame/#:~:text=%E2%80%9CA%20DMO%20website%20must%20be,including%20dreaming%2C%20planning%20and%20sharing">https://destinationthink.com/blog/8-tips-destination-marketing-dmo-website-hall-of-fame/#:~:text=%E2%80%9CA%20DMO%20website%20must%20be,including%20dreaming%2C%20planning%20and%20sharing</a> .                                 | 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 and bounce rate. A screen shot of the home page will also be included. | \$27,700.00 |  |  |
| Consumer | Social Media                         | VBS will use a variety of social media reporting tools including Sprout Social and the platforms' own analytics to monitor and report across multiple social media channels including Facebook, Instagram, Twitter. Sprout Social provides insights into social media conversations around the VBS brand, allowing us to increase interaction with potential and current   | VBS has found great success in sharing the unique offerings of our area on social media. This will be a continued focus in FY22 as we will continue to connect with visitors, influencers and stay current on other destinations social platforms and trends.<br><br>in Destination Analysts' April 2018 Technology Edition of the quarterly tracking study The State of the American Traveler, over one-fifth of American leisure travelers reported visiting a destination as a result of content they saw on social media.<br>Source:<br><a href="https://www.dmawest.org/files/5415/5605/0636/DMA_West_DMO_Social_Media_Follower_Profile__Conversion_Study_Executive_Summary_04.22.19_Final.pdf">https://www.dmawest.org/files/5415/5605/0636/DMA_West_DMO_Social_Media_Follower_Profile__Conversion_Study_Executive_Summary_04.22.19_Final.pdf</a> | Success will be measured by following industry standards and specific KPI's including increased likes and follows along with monitoring the changes to our social media channels; Facebook; Instagram and                                 | \$8,288.00  |  |  |

|                 |                                      |  |  |   |             |  |  |
|-----------------|--------------------------------------|--|--|---|-------------|--|--|
|                 |                                      | visitors. A tool for VBS is Hey Orca, a scheduling app that allows us to create, plan and post to all three of our current social media channels.  |  | Twitter showing we are extending our marketing reach.   |             |  |  |
| Consumer        | Electronic Adv - Newsletter, E-blast | Visitors can sign up on the website for an e-newsletter or to receive our visitor guide on the VBS website thus capturing their contact data. VBS also collects leads through paid advertisements in both digital and print media. VBS will continue to segment and serve up targeted messaging by season and activity. VBS is also in close contact with the local lodging partners to push discounted rates along with messaging around events and other Big Sky related, educational materials to its targeted lists. | <p>Pique curiosity during a traveler's decision making window and inspire them year round with interesting and informative content. As a DMO, you are the ultimate expert on traveling in your region.</p> <p>Email is a great way to deliver fun, catchy content at scale to an engaged audience. After all, they've already expressed interest in hearing from you. Now is your time to wow them with a professionally designed and expertly written email delivered straight to their in box.</p> <p>Source:<br/> <a href="https://www.agencytourismmarketing.com/email-marketing-dmos/">https://www.agencytourismmarketing.com/email-marketing-dmos/</a></p> <p>VBS gathers in-house leads from our website from those people who request a visitor guide and from Yellowstone National Park Targeted Leads.</p>   | VBS will measure success by the number of leads generated, open rate, click-through rate, bounce rate and unsubscribed rate.  | \$4,000.00  |  |  |
| Consumer        | Digital Asset Management/Aquisition  | VBS uses Crowdriff, a user generated content platform and content management system, to source this content, store it, and serve it up easily. It also makes it easy for third party content providers to upload assets into the system for VBS's use  | <p>According to Crowdriff, today, visuals have more influence over people's decisions than any other content type. Assets generated through the Crowdriff platform can be used to populate self-optimizing website galleries, email newsletters, ad creative, social media channels, and even live photo displays. By harnessing and showcasing these stories, brands are able to connect with customers in a more authentic and personalized way — lifting engagement, strengthening consumer trust and ultimately driving sales. By utilizing and showcasing user-generated content, we are allowing our most passionate visitors to become our personal brand advocates, sharing their insights on our community, outdoor recreation products, services and more.</p> <p>Source:<br/> <a href="https://crowdriff.com/destinations/">https://crowdriff.com/destinations/</a></p>   | VBS will measure success by the number of assets acquired and engagement in using those assets on its website, social media channels and in other marketing campaigns.  | \$13,300.00 |  |  |
| Consumer        | Opportunity Marketing                | VBS will use this method to take advantage of any marketing opportunities that arise after this submission.  | VBS every year has had opportunities presented to it that it was able to take advantage of due to this pool of funds.  | This will vary depending on the type of project, but we plan to measure the success according to industry standards and with metrics that are trackable.  | \$10,000.00 |  |  |
| Consumer        | Joint Ventures                       | Dependent upon opportunities provided by the Yellowstone Country Tourism Region, MOTBD and The Air Route Development fund. Typically, it has been digital advertising op-ops, regional FAM trips. Visit Big Sky CVB participates with other CVBs to meet the required marketing commitment by airlines to bring new/expanded/continued air service into Bozeman Yellowstone International Airport.   | In FY20 VBS participated both winter and summer joint ventures with both Yellowstone Country Tourism Region, MOTBD and the Air Route Development fund. These allowed us to extend our marketing efforts both in and out of state.  | We consider the opportunity to partner in these joint ventures a success within itself. Specific measurements will be dependent upon the joint venture opportunity. However, past programs measured number of leads generated, ad impressions, and clicks throughs to the website.                  | \$47,500.00 |  |  |
| Group Marketing | Travel/Trade Shows                   | VBS will continue to build upon its investment in international and domestic travel trade sales by attending shows during FY22. Expenses include registration fees and travel, meal and lodging. Tradeshow include but are not limited to: <ul style="list-style-type: none"> <li>IPW</li> <li>Go West Summit</li> <li>IRU</li> </ul>  | <p><b>IPW:</b> U.S. Travel Association's IPW will reunite the world in 2021, providing an in-person platform for the global travel industry to rebuild and renew our relationships around the world. As the leading international inbound travel trade show, IPW will be a model for restarting international travel—and trade shows—safely, with the health of all attendees as our top priority. Past IPWs have connected U.S. travel exhibitors with travel buyers and media to promote their product and negotiate future business, securing America's position as a foremost global travel destination and showcasing the best of what the U.S. has to offer.</p> <p>Source: <a href="https://www.ipw.com/">https://www.ipw.com/</a></p> <p><b>Go West Summit:</b> Go West Summit is the single source for U.S. based domestic and international tour operators to design, develop, and maintain an American West tourism product. Go West Summit is an event where strong, profitable, and lasting relationships are born.</p> <p>Our effective and easy-to-use custom-designed matching software provides 24 pre-scheduled appointments per registrant (on average) while providing a maximum meeting experience. Your ROI is increased by computer-matching tour operators from around the planet with western U.S.-based suppliers in a one-on-one, business-friendly environment.</p> <p>Source:<br/> <a href="https://www.gowestsummit.com/">https://www.gowestsummit.com/</a></p> <p><b>IRU:</b> The state tourism offices of ID, MT, ND, SD, and WY proudly present the IRU tradeshow event. This event is not your typical tradeshow, in just two days of intensive pre-scheduled business appointments, nearly 50 organizations from around the <b>Great American West</b> region, and nearly 30 international and domestic buyers from more than 10 countries, conduct business negotiations that result in the estimated generation of more than \$117 million* in future travel to this five-state region. At IRU, buyers and sellers are able to conduct business that would otherwise be generated only through an exhaustive number of around-the-world trips.</p> <p>Source:</p> | Measurement will be tracked by number of appointments held during the show with those interested in Big Sky, Montana. Our attendee will arrange to have the leads measured and given to our agency of record, Karsh Hagan, who will distribute a newsletter and/or a Visit Big Sky Visitor guide to | \$25,500.00 |  |  |





|                   |                              |   |   |  |             |  |
|-------------------|------------------------------|---|---|--|-------------|--|
|                   |                              | <p>insight on Marketing and advertising strategies that drive decisions on Tourism trends as it relates to VBS.</p> <ul style="list-style-type: none"> <li>• Manage and direct the consumer marketing efforts for VBS by developing the email marketing campaigns, updating the VBS website and planning social media posts (Instagram, Twitter, LinkedIn).</li> <li>• Evaluate and ensure that all VBS internal and external communications adhere to brand standards.</li> <li>• Contribute to the production of VBS programs and events (Marketing, Outlook, Luncheon and Annual Members Meeting) as needed.</li> <li>• Develop the corporate communications that speak to tourism stakeholders and the media to affectively set the tone for continued success of tourism in Big Sky.</li> </ul> <p><b>Job Description - Areas of Responsibility (including, but not limited to):</b> attached separately</p> |   |  |             |  |
| Marketing Support | VIC Funding/Staffing/Signage | <p>The Big Sky &amp; Greater Yellowstone VIC employees a full-time coordinator and two part time travel counselors to assist visitors. 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.</p>   | <p>For the visitor, DMOs serve as a gateway to a destination. They offer the most current information about a destination's attractions. They're a one-stop-shop, maintaining a physical presence where visitors can engage with staff, obtain maps, brochures, information, and promotional books and magazines formulated by the DMO and its clients.</p> <p>Source:<br/> <a href="https://www.tripsavvy.com/what-is-a-dmo-3252439">https://www.tripsavvy.com/what-is-a-dmo-3252439</a></p> | <p>For the Big Sky &amp; Greater Yellowstone VIC this includes tracking the total number of visitors during the fiscal year; compiling the data to find the top 10 states where our visitors reside along with the top 10 countries for our out of country visitors. Our reporting will include the total number of hours our visitor center was open using lodging tax dollars. We also will track the top 5 states requesting a visitor guide.</p> | \$54,000.00 |  |
| Marketing Support | DMO Program Participation    | <p>Membership dues, registration fees and other related programming costs.</p>  | <p>Destinations International strives to make our members and their destinations successful. As the world's largest and most reliable resource for destination organizations, we inform, connect, inspire and educate our members with the goal to drive destination economic impact, job creation, community sustainability and quality of life through travel.</p> <p>*Source:<br/> <a href="https://destinationsinternational.org/">https://destinationsinternational.org/</a></p>         | <p>VBS plans to continue training with DMAI to further continuing education of its staff and maintain the accreditation of the DMO. Success will be measured by staff</p>  | \$1,500.00  |  |

|                   |                                    |   |  |   |             |  |  |
|-------------------|------------------------------------|---|--|---|-------------|--|--|
|                   |                                    |   |  | participating in said trainings and renewal of the DMAI membership annually.  |             |  |  |
| Marketing Support | Printed Material                   | Printing of the Official Big Sky destination map.   | <p>The Big Sky and Greater Yellowstone Visitor Information Center's guests are mostly new to the Big Sky area and in need of a map to find their way. By offering printed maps for our guests we are providing a resource not otherwise available.</p> <p>"Do they still make, even sell, paper maps?" That question from retired New York marketing executive Michael Lissauer is emblematic of our daily reliance on digital navigation. "Other than in a history class, Europe before World War II, who needs a paper map?" It may surprise Lissauer and others that the answer is yes. They're actually on the rise. U.S. sales of print maps and road atlases have had a five-year compound annual growth rate of 10%, according to the NPD BookScan. For context, in 2019, the travel maps and atlases category sold 666,000 units, with year-over-year sales up 7%.</p> <p>Source:<br/> <a href="https://www.usatoday.com/story/tech/2020/02/07/are-paper-maps-better-than-google-maps-apple-map-gps/4647383002/">https://www.usatoday.com/story/tech/2020/02/07/are-paper-maps-better-than-google-maps-apple-map-gps/4647383002/</a></p> | Number of maps printed and distributed at the Big Sky & Greater Yellowstone VIC, as well as by our lodging partners, will measure the success of this method. A printed copy of the map will be retained on file together with a .pdf copy attached to the evaluation report.   | \$6,000.00  |  |  |
| Marketing Support | TAC/Governor's Conference meetings | <p>The Montana Governor's Conference on Tourism and Outdoor Recreation provides an opportunity for the state's entire tourism ecosystem to gather together to network, learn and get inspired to then go back to the representative communities to apply those learnings. The host city changes from year to year which further facilitates learning about destinations throughout the state one destination at a time. Expenses include registration, travel, meals and lodging. The same expenses apply to the TAC meetings normally held in Helena, Montana</p>  | According to MOTBD rules and regulations, VBS is required to send at least one individual to the quarterly TAC meetings as well as to the Annual Governor's Conference.  | 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.   | \$2,550.00  |  |  |
| Marketing Support | Research                           | <p>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 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, Booking Pace Analysis, Reservation Activity Outlook, tracks past and present reservation activity, and sets the stage for measuring performance in the destination. These detailed reports gauge occupancy, key months when nights are booked, Average Daily Rate (ADR) and Revenue Per Available Room (RevPAR) at the destination-level.</p> | <p>Destination Marketing Organizations have a significant role in stimulating tourism demand for their destination. As the expectations of travelers evolve, research allows DMOs to have the knowledge to position their destination strategically and compete effectively in today's ever more challenging travel market. And as DMOs are increasingly under resource constraints, it is even more important that they rely on research to help ensure they utilize budgets as effectively as possible.</p> <p>Source:<br/> <a href="https://stampdestinations.com/insights/market-research-matters/#:-:text=Destination%20Marketing%20Organizations%20have%20a,tourism%20demand%20for%20their%20destination.&amp;text=And%20as%20DMOs%20are%20increasingly,budgets%20as%20effectively%20as%20possible.">https://stampdestinations.com/insights/market-research-matters/#:-:text=Destination%20Marketing%20Organizations%20have%20a,tourism%20demand%20for%20their%20destination.&amp;text=And%20as%20DMOs%20are%20increasingly,budgets%20as%20effectively%20as%20possible.</a></p>  | Success will be measured by purchasing research 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 and organizations will help garner more support of VBS' mission to increase visitation to Big Sky | \$52,000.00 |  |  |
|                   |                                    |   |  | Success will be measured by increased articles  |             |  |  |

|           |           |  |   |   |              |  |  |
|-----------|-----------|--|---|---|--------------|--|--|
| Publicity | Fam Trips | <p>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.</p> | <p>The term <b>FAM</b> stands for Familiarization. The Tours – commonly known as <b>FAM Trips</b> – are trips organized by travel providers (can be a Tour Operator, an Airline, a <b>Hotel Chain</b>, a Tourism Board or other DMOs representing a Destination, etc.) with the purpose of educating about their products and services and promoting them.</p> <p>Usually, it is dedicated to everyone who is involved in the selling and promoting process of this particular product/ <b>property/</b> destination. It typically hosts travel agents and expedients, travel media (writers, journalists, bloggers) and other important players and partners.</p> <p>Creating awareness and at the same time networking and building relationships are the main aims of a <b>FAM trip</b>. FAM's are very important in the <b>hospitality industry</b></p> <p>Source:<br/> <a href="https://www.xotels.com/en/glossary/fam-trip/">https://www.xotels.com/en/glossary/fam-trip/</a></p> | <p>appearing in the press, social media posts on influencer channels and engagements with those posts and leads generated for group business. Reporting will include a list of participants and their affiliation, the list of earned media generated by the FAM trip and links for the online articles and social media posts.</p> | \$10,000.00  |  |  |
|           |           |  |   |   | \$434,153.00 |  |  |

**Marketing Method Budget**

| Marketing Segment | Marketing Method                     | Bed tax funded budget |
|-------------------|--------------------------------------|-----------------------|
| Consumer          | Print Advertising                    | \$15,990.00           |
| Consumer          | Online/Digital Advertising           | \$20,000.00           |
| Consumer          | Billboards/Out-of-Home               | \$3,500.00            |
| Consumer          | Website/Internet Development/Updates | \$27,700.00           |
| Consumer          | Social Media                         | \$8,288.00            |
| Consumer          | Electronic Adv - Newsletter, E-blast | \$4,000.00            |
| Consumer          | Digital Asset Management/Aquisition  | \$13,300.00           |
| Consumer          | Opportunity Marketing                | \$10,000.00           |
| Consumer          | Joint Ventures                       | \$47,500.00           |
|                   |                                      | \$150,278.00          |
| Group Marketing   | Travel/Trade Shows                   | \$25,500.00           |
|                   |                                      | \$25,500.00           |
| Marketing Support | Administration                       | \$72,325.00           |
| Marketing Support | Marketing/Publicity Personnel        | \$60,000.00           |
| Marketing Support | VIC Funding/Staffing/Signage         | \$54,000.00           |
| Marketing Support |                                      | \$0.00                |
| Marketing Support | DMO Program Participation            | \$1,500.00            |
| Marketing Support | Printed Material                     | \$6,000.00            |
| Marketing Support | TAC/Governor's Conference meetings   | \$2,550.00            |
| Marketing Support | Research                             | \$52,000.00           |
|                   |                                      | \$248,375.00          |
| Publicity         | Fam Trips                            | \$10,000.00           |
|                   |                                      | \$10,000.00           |
|                   |                                      | \$434,153.00          |

**Miscellaneous Attachments**

| Description          | File Name                            | File Size |
|----------------------|--------------------------------------|-----------|
| Pie Chart by method  | VBS-CVB FY 22 budget pie chart.xlsm  | 156 KB    |
| Pie chart by segment | VBS-CVB FY 22 segment pie chart.xlsm | 148 KB    |

**Reg/CVB Required Documents**

| Description          | File Name                           | File Size |
|----------------------|-------------------------------------|-----------|
| 3 Required Documents | Required Documents.pdf              | 751 KB    |
| 3 Required Documents | Required Documents.pdf              | 751 KB    |
| Required Pie Chart   | VBS-CVB FY 22 budget pie chart.xlsm | 156 KB    |

