



Application

27194 - FY16 Region/CVB Marketing Plan - Final Application

30254 - Visit Billings Marketing Plan & Budget (FY16)
DOC Office of Tourism

Status: Correcting

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Applicant Information

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Comments:

Organization Information

Name:* Billings Chamber of Commerce/Convention and Visitors Bureau

Organization Type: Non-Profit Organization

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Comments:

Community & Brand Support

1. Describe your destination.

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

MISSION STATEMENT

The mission of Visit Billings is to generate room nights for lodging facilities in the city of Billings by effectively marketing the region as a preferred travel destination.

The Visit Billings team is committed to growing visitation at Montana's Trailhead. The Visit Billings team is an extension of its stakeholders, working to provide sales, services and marketing support to the local hospitality industry. Visit Billings is a leading brand comprised of the Billings Tourism Business Improvement District and the Billings Convention and Visitors Bureau and is managed by the Billings Chamber of Commerce.

In FY16, the team will mine growth opportunities and work to further define marketing prospects that best align with Billings' tourism industry in order to produce more sold room nights at Montana's Trailhead.

ACCOMPLISHMENTS

VISIT BILLINGS WINS

BMW MOA Rally

The BMW MOA Rally, July 23-25, 2015, estimated to bring as many as 7,000 member riders to Billings, is a city-wide convention example that greatly impacts the Billings community and Montana. Not only do such city-wide events fill hotel rooms, but they also fill restaurants, retailers and area attractions as well as bringing more visitors to the state of Montana.

Positioning as a Sports Event Hub

FY15 was a successful year positioning Billings as a sports event hub, with three key stand out events.

1. Big Sky Conference
2. NCAA DII Cross Country Region Championships
3. Great Northwest Athletic Conference (GNAC) Men's and Women's Basketball Championships

Big Sky Conference Bid

March 26-27, 2015 the Visit Billings team together with the Chamber of Commerce and MetraPark, key stakeholders and community leaders greeted the Big Sky Conference Tournament site selection committee for an inspection of Billings. The decision-makers were examining Billings in response to the community's 2016-2018 Big Sky Conference Men's Basketball Tournament bid. Three other cities, Ogden, Utah; Reno, Nevada; and Spokane/Cheney, Washington were also competing to host the tournaments with Reno and Spokane/Cheney vying for both the Men's and Women's Tournament. Visit Billings successfully orchestrated a top-notch site inspection. The team engaged community leaders, including MetraPark staff, Big Sky Conference alumni groups and former athletes and major industries to effectively sell the community and its facilities to the decision-makers. While Reno, Nevada was ultimately awarded the three-year contract, the Visit Billings team was proud of community engagement for the site visit and will utilize the itinerary as a structure for future inspection opportunities. Visit Billings also looks forward to bidding for this same event ahead of the 2019-2021 tournaments. Visit Billings received props for the budget-friendly bid, community engagement and attendance building offerings to ensure a profitable tournament.

NCAA DII Cross Country Region Championships

The destination hosted the NCAA DII Cross Country Region Championships together with MSU Billings, lodging partners and other area businesses. The event was held at Amend Park in November 2014 with nearly 30 men's and women's NCAA DII Cross Country teams participating in the competition. Billings proved itself as a viable destination to practice, compete and celebrate while building its NCAA resume. Billings will host the same event in November of 2016.

Great Northwest Athletic Conference (GNAC) Men's and Women's Basketball Championships

A few months into 2015, Visit Billings and MSU Billings successfully hosted the Great Northwest Athletic Conference (GNAC) Men's and Women's Basketball Championships. A letter of appreciation from GNAC Commissioner Dave Haglund to the Visit Billings team stated how much efforts to go above and beyond for the athletes from hospitality for officials and athletes, alike, proves the success of this event to both the destination, athletes, fans and Conference as a whole.

Montana Office of Tourism 2014 Tourism Campaign of the Year Nominee

In FY15, Visit Billings dominated the busiest concourse in the Minneapolis/St. Paul International Airport (MSP) with an unexpected tourism awareness campaign. The installment showcased breathtaking photography iconic of Montana and Billings with vivid messaging that led travelers into a Visit Billings branded experience. The campaign creative featured two *large-as-life* characters, Gus the nine-foot grizzly bear, and Charlie the six-1/2 foot bison. The animals encouraged travelers to stop and take a moment offering an opportunity to think Montana and lift the Billings' brand.

The objective of the campaign was to generate awareness for the region by serving a highly qualified audience of travelers. The installment launched during Thanksgiving week and remained in place through mid-January. The initial eight week buy exposed 1.9 million domestic and 500,000 international travelers to Billings' brand. At the creation of this document (April 2015), pieces of the campaign remained installed to continue to entertain the MSP Airport occupants. A secondary objective of the campaign was to gain social media exposure through the photo contest. As a campaign extension, the experience will be featured on Visit Billings' social media channels later this year.

STRENGTHS: MONTANA'S TRAILHEAD

ACCESSIBILITY TO UNSPOILED NATURE

The most scenic entrance to Yellowstone National Park is via the Beartooth Highway which is a National Scenic Byway and All-American Road, 60 minutes from Billings

Absaroka-Beartooth Wilderness Mountains – 60 miles

Yellowstone National Park NE entrance at Cooke-City/Silver Gate (summer access via vehicle; winter access via snowmobile) – 140 miles

The only physical evidence along the Lewis and Clark Expedition is located at Pompeys Pillar – just 19 miles away

Little Bighorn Battlefield National Monument – 60 miles

Bighorn Canyon National Recreation Area – 85 miles

Chief Plenty Coups State Park – 35 miles

Local attractions right in Billings

Rare, sandstone Rimrocks define the city and offer an unexpected backdrop and vantage points of the horizon

Walking, hiking and biking trails across Billings

The longest free flowing river in the lower 48, Yellowstone River, runs just south of town

Pictograph Cave State Park – 7 miles

Montana only zoo - ZooMontana

VIBRANT COMMUNITY APPEAL / ARTS & CULTURE

Historic Downtown Billings and Montana's only Walking Brewery District which includes six breweries and two distilleries

Museums serving contemporary to western tastes

Yellowstone Art Museum

Western Heritage Center

Yellowstone County Museum

Lively music, theater and nightlife scene - Magic City Blues, Alberta Bair Theatre and MontanaFair

Flavors of all kinds including Farm to Table offerings

Shopping ranging from specialty boutiques to name brand retailers like Scheels at Shiloh Crossing

ACCOMODATIONS & FACILITIES

Snapshot: Nearly 5,000 hotel rooms in 50+ different hotels ranging from brand name chains to local historic properties, hundreds of restaurants for every Foodie, 360,000 square feet of flexible meeting space, boutique to chain retail offerings, a 10,000 seat arena, and numerous unique meeting settings including the Historic Billings Depot.

MTOT BRAND PILLAR ALIGNMENT

Visit Billings is committed to keeping Montana Office of Tourism's key brand pillars front-of-mind in all marketing efforts, to present a holistic Montana experience to visitors. There are many ways the MTOT 2013-17 plan speaks to Billings as a destination. In other instances, Billings will seek to position itself as a valuable contributor to the state's tourism efforts as some elements of the MTOT strategy are difficult to adorn onto Montana's largest city. As Montana's largest and most urban community, it can be difficult for Visit Billings to 'fit' Billings into the MTOT mindset at all times.

STRATEGY 1: Communicate and deliver Montana's spectacular unspoiled nature in a way that makes it real, tangible, and accessible to the visitor.

Billings is coined "Montana's Trailhead" due largely in part to its favorable positioning in the region. Drive one hour in any direction from Billings and you're offered access to iconic attractions like Pompeys Pillar, Bighorn Canyon, Beartooth Highway and Yellowstone National Park.

In the heart of the city, Billings is framed by the remarkable sandstone Rimrocks and the Yellowstone River sits just to the south of town. Dozens of miles of multiuse trails and 24 miles of bike lanes wind in and around the city, including a 26-mile marathon loop. Swords-Rimrock Park Trail, overlooking the city of Billings, was named Montana Trail of the Year award from the Montana Fish, Wildlife and Parks Department. At Swords-Rimrock Park sits Yellowstone Kelly's Gravesite. Full of history, but lacking in access, the Billings Chamber is spearheading a major renovation of the site so residents and visitors can enjoy the real and tangible history of Yellowstone Kelly.

STRATEGY 2: Highlight and help develop vibrant and charming small towns throughout Montana.

As the largest community between Calgary and Denver, Spokane and Minneapolis, Billings is a vibrant community with access to small towns via Visit Southeast Montana and Yellowstone Country. Billings boasts big city amenities with genuinely-friendly people and access to small towns. Billings supports small towns surrounding the area including Red Lodge and SEMT communities. Billings offers travelers a destination for shopping, nightlife, dining, accommodations and culture – on the edge of the genuine frontier and near small-town Montana.

STRATEGY 3: Integrate nature and towns to offer and deliver a balance of "Breathtaking Experiences" and "Relaxing Hospitality."

Whether visitors seek adrenaline pumping adventure or easy paced experiences, Billings is the perfect place to set up home base. With nearly 5,000 hotel rooms, a wide variety of local attractions, and access to breathtaking views and Montana icons, Billings will surprise and delight visitors from all walks of life. From top-rated spas to adventurous Rimrock rappelling, Billings accommodates.

Optional: Include attachments here

2. How will your marketing plan address the three phases of the travel decision process of inspiration, orientation and facilitation?

The purpose of the 2015-16 Marketing Plan is to create a strategic road map for the fiscal year ahead, aligning stakeholder, board, state and community interests to guide Billings, Montana's Trailhead toward achieving outlined goals. The document comprises insights, learnings, research, trends, and inspirations – all which shape the plan and strategies.

This plan also provides guidance to inform, educate and support the community on the social and economic importance of maintaining and growing a thriving local tourism industry. It will be distributed to contributing parties and will serve as a blueprint moving forward - one to be referred to, marked up, referenced and utilized on day-to-day basis, in an ongoing effort toward achieving collective long-term goals.

Visit Billings staff, board, volunteers and affiliates will pursue the Visit Billings mission in concert with the Montana Office of Tourism.

THREE PHASES: Inspire, Orient, Facilitate

The **INSPIRATION** phase in which the traveler is made aware of the general product and develops a desire to visit the destination. This phase is masterfully executed by the Montana Office of Tourism, which uses Montana's key tourism pillars to inspire millions of potential visitors to visit the state each year.

- Billings is well situated between the historic landmarks of Southeast Montana, and the awe-inspiring landscapes of Yellowstone Country. Working in tandem with MTOT efforts, Visit Billings will continue to leverage stunning imagery, inspiring, targeted messaging, and compelling calls to action in marketing materials. Headlines include "Gateway to Breathtaking," and "Trailhead to Genuine Frontier."
- For the national audience, Visit Billings will seek to inspire travelers to include Billings on their itinerary as an urban waypoint worth staying an extra night (or two) for.
- Regionally, Billings itself offers a vacation destination to many neighboring communities.

The **ORIENTATION** phase is where the traveler begins researching the details of his or her trip. This phase focuses on the route the traveler will take to arrive at the chosen destination and the mode of transportation used to get there.

- All Visit Billings marketing materials direct prospective travelers to a comprehensive website, VisitBillings.com. The site is maintained regularly and provides in-depth information, maps, guides, suggested itineraries and must-sees on Billings and the area. The easy-to-navigate data is cataloged so any demographic group can find what suits their tastes and needs.
- In 2014 the team launched a digital Itinerary Builder to further assist travelers in shaping their custom "bucket list" experience. As guests browse through VisitBillings.com's innumerable pages, they can select their favorite activities, restaurants and points of interest and then develop a logistically sound itinerary around them.
- An air service map showcases direct, non-stop and seasonal routes into Billings from feeder markets. A Walking Brewery District map, and comprehensive Hotels map are downloadable from the website.
- The Visitor Guide is available digitally via the website, and also mailed upon request.

The **FACILITATION** phase is where the traveler seeks things to see and do at the destination and on the way to the destination. This may include planning alternate routes and overnight stays to break the travel into manageable daily distances.

- Billings Visitor Information Center (VIC) is managed by Visit Billings and housed on the main floor of the Chamber building. Nearly thirty part-time volunteers operate the center which is open daily Memorial Day to Labor Day and with Chamber of Commerce business hours in the value season. The VIC is complete with brochures, maps, guides and retail offerings. The team is welcoming, knowledgeable, and on-the-ready in order to facilitate visitor queries.
- Further, the Visit Billings staff keeps an open dialogue of communication and information flow with tourism partners, area hotels, attractions, businesses, and the community in preparation to provide exceptional customer service to expected visitors. This service initiative is spearheaded by the Trailhead Tourism Ambassador (TTA) Program.
- In 2014, Visit Billings partnered with Visit Southeast Montana to hire a shared Social Media and Public Relations Manager. This individual continually serves current and relevant content via Facebook, Twitter, Instagram and YouTube. Visitors can engage with the #VisitBillings brand while they are on their journey, further facilitating the experience.

Optional: Include attachments here. 2015_CVB_Plan_1.1_Destination_Future as DMO_AT_FINAL.docx

3. Who is your market?

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

LEISURE – REGIONAL

Billings' leisure market consists of a healthy balance of history on the genuine frontier, outdoor adventure and recreation and urban amenities. As the largest city in the region, Billings offers amenities and opportunities regional visitors expect from the destination (medical, shopping, education, etc.). However, Visit Billings is striving to be sure visitors expectations are expanded so that all visitors, regardless of where they come here from, see Billings as the trailhead to the many iconic attractions and experiences offered.

Non-resident travelers spend \$374 million annually in Billings/Yellowstone County – a more than significant amount of economic impact. Leisure, though a much less track-able form of travel, has a huge influence on that bottom line. The overall goal of the FY16 leisure marketing strategy is to expand year round leisure visitation and grow room nights at Montana's Trailhead.

Simultaneously, Visit Billings will continue to focus on shoulder season growth (October – April), particularly on an intrastate and regional marketing level.

Demographic

- The target is primarily women 30-60, residing between 140-300 miles driving distance to Billings. She lives far enough away from Billings that a stay-over is preferred, but close enough that Billings is more convenient than competitive destinations like Denver, Spokane, Calgary – even Rapid City and Bismarck. Media placements will vary per campaign to further narrow the reach, depending on campaign target and creative.

Geographic

- The regional marketing focuses by and large on eastern **Montana**, and extends into **northern Wyoming** and **western North Dakota**. Depending on the campaign concept, local event schedule, and even weather, marketing efforts may include southern **Canada**, **South Dakota** and communities in closer proximity to Billings, like Bozeman and Lewistown.
- Regional marketing will extend this year into markets beyond those in states that border Montana. Additional work will be done in **Minnesota** to build off of our MSP Airport Takeover and continue to plant Billings as a destination of choice. Potential additions to this effort include **Denver, CO** and **Seattle, WA**.

Psychographic

- The regional drive audience is interested in shopping, events and dining. They view Billings as a cosmopolitan city that offers much more than their home communities.

LEISURE - NATIONAL

National marketing will occur most heavily in the spring with a call to action to use Billings as a Gateway to Yellowstone National Park for the high season ahead. The national placements will adjust to include more of an emphasis on Billings itself and why the destination holds value on its own as well as its trailhead offerings.

Demographic

- The target audience is primarily family decision makers 30-60. She is a Millennial or Gen X'er influenced by her Gen We children. She is a Boomer with disposable income and a desire to explore.

Geographic

- Key markets include **cities offering non-stop flights** to Billings, Montana, but aren't limited to:
 - Denver, SLC, MSP, Seattle mainly
 - Northwest - Montana, Wyoming, Colorado, Idaho, Canada
 - Pacific Northwest – Washington, Oregon, California, Utah
 - Midwest – Illinois, Minneapolis, North and South Dakota

LEISURE - INTERNATIONAL

International marketing will grow this year with emphasis on the **German** and **Asian** markets. FY16 will see the completion of a German-speaking video that Visit Billings is working on in partnership with MTOT and other Montana CVBs. Additional marketing will be done to recruit this market using this tool, and partnership with MTOT and Brand USA.

In 2012, the number of outbound Chinese tourists increased 18.41% to more than 83 million, compared with 2011. China Tourism Academy expects the Chinese outbound market to reach 94 million trips in 2014. The Asian market is a new recruitment market for Visit Billings, one the team plans to harness in the coming years. Research will be the primary focus initially to determine how to impact this market and properly position Billings as an interesting and dynamic destination. If research shows it's a viable segment for Billings to pursue, customer service efforts through TTA will take place in order to be sure front line employees and the general business community understand how to make Billings a successful destination for Chinese and other Asian travelers.

Canada remains a viable international market for Billings, particularly during spring/summer when driving conditions permit safe, long-distance travel. "Gateway" themed creative aimed at capturing travelers en route to Yellowstone National Park is leveraged for this market.

SPORTS EVENTS

The explosive youth sports movement has become a **\$7 billion** industry in travel alone – the fastest growing segment in travel. It's estimated that at least **35 million** kids between five and 18 currently play an organized sport each year in the U.S. Of that, **21 million** are involved in non-school youth sports, which has been expanding. (Source: CNBC)

Billings offers a wide range of accessible venues for virtually any sport with exceptional air service and accessibility. Team-friendly restaurants, local attractions, affordability, no sales tax, and a competitive bed tax make Billings an ideal sports destination for youth, high school, collegiate, club and amateur athletic events.

Home to major annual events like the Big Sky State Games, Montana Women's Run, Montana Marathon, All Class State High School Wrestling Tournament, Heart and Sole Run, Stockman Bank Magic City Classic and Big Sky VolleyFest, to name a few, Billings has proven it knows sports and helps execute sporting events quite well. But, again, maintaining and growing Billings' sports product is essential to the future of the segment.

Demographic

- Sports meeting and event planners, and sports industry decision makers representing sports events such as soccer, basketball, volleyball, hockey, wrestling, dance, and cross country. Sporting events include amateur, K-12, and collegiate.

Geographic

- National scope.

Psychographic

- Sports planners are seeking destinations that offer ample state-of-the-art sports venues with easy access, diverse dining options, and "**Things to Do**," for not only the traveling teams, but the entire family. Cities and towns are seeing the benefits as sports trips turn into mini-vacations for families. Positioning Billings as a family-friendly, sports destination will help to secure more opportunities for continued growth.

TWO/FOUR WHEELED MARKETS

The Two and Four Wheeled market continues to gain traction in the Billings region. 2015 marks the addition of speaking to the female motorcycle rider.

Demographic

- The target audience is men and women motorcycle enthusiasts 35-64 residing in the United States – on any model bike, in any model vehicle.
- Specifically talking to the two-wheeled group, Harley riders are generally mid-40's to early 50's. Honda Gold Wing riders can skew toward mature riders with time to tour. BMW riders can range into their 80's.

Geographic

- Key markets include feeder markets to Billings, Montana
 - Denver, SLC, MSP, Seattle mainly
 - Northwest - Montana, Wyoming, Colorado, Idaho, Canada
 - Pacific Northwest – Washington, Oregon, California, Utah
 - Midwest – Illinois, Minneapolis, North and South Dakota

Psychographic

- Motorcycle riders in this area enjoy touring vacations, driving long distances and "experiencing" the journey. Women riders typically stop more often, visiting, shopping and relaxing in cities.

SMALL MEETINGS & CITYWIDE CONVENTIONS

The meeting and convention segment at Montana's Trailhead makes up nearly one quarter (24%) of the local tourism industry. In Billings, the sales team encourages planners to experience a **Bucket List State** for their next meeting destination. While the come-early or stay-late mindset is relevant, *unique meeting spaces and distinctive team building opportunities*, formal and informal, can boost attendance building. Billings, as a trailhead to adventure, western experiences and incredible vistas in Big Sky Country, offers must-see experiences that can be highly effective in drawing large attendance.

Desirable selling points like access to **ample must-see scenic drives** in and around the area, **nearly 5,000 hotel rooms** from major brands and locally-owned properties, a tourism-friendly **business community**, and a hugely supportive Visit Billings **sales and servicing team**, are all elements that position Billings well for future small meetings and city-wide conventions.

Demographic

- Billings will stay true to itself particularly with the meetings segment. Marketing efforts will be aimed toward planners and decision makers of **small market** meetings, those with 400 attendees or less, utilizing three or more hotels with approximately 400 peak room nights and 8,000 square feet of meeting space.
 - Billings' amenities and access to surrounding bucket list attractions elevates its position with **city-wide convention** groups like BMW MOA, Gold Wing, Corvette, Mustang and Harley.
 - Record attendance and success for previously hosted rallies positions Billings well for future city-wide bookings in the **two and four wheel markets** and beyond.

Geographic

- National audience scope with an emphasis on reaching decision-makers and planners of the following industries: Two and/or four-wheeled, energy, agriculture, religious, corporate, military trails, cycling, outdoor/recreation, healthcare, non-profit and professional and trade associations.

Psychographics

- Planners and convention goers expect meeting **experiences** that rival a personal vacation. Billings offers the necessities to execute a successful meeting for the planner with quality must see opportunities right outside the hotel doors for the attendee. *Memorably creative* and *unique* are among the standards of site selection and execution, however, there's also an evolving demand for *luxury taste on a tight budget* for the planner.
- Sales efforts should be to "sell the experience," not the facility to this audience.

b. What are your emerging markets?

GROUP TOURS

Yellowstone National Park is ranked fourth (4th) amongst the most-visited national parks in the United States. The Bighorn Battlefield is ranked the third most visited tourist attraction in the state of Montana. Billings acts as a trailhead to both of these national parks serving the visitors with 5,000 sleeping rooms, more than 300 restaurants, the Historic Walkable Brewery District, strong retail offerings, museums, historical and cultural attractions, and adventure and recreational opportunities. This makes Billings a viable stop on any group tour itinerary along a western route. Meantime, Billings rivals its competitive set cities including Bozeman and Cody, Wyoming on Yellowstone National Park entrance traffic and flight service. The fact that the Beartooth Highway, a consistently top ranked scenic drive in North America, is a 45-minute drive from Billings and leads right into the northeast entrance to Yellowstone at Cooke City/Silver Gate, is also major asset to the Billings tourism industry and the group tour market.

Demographic

- National and International group tour operators with guests interested in history, nature, national parks, exploration - typically age 45+

Geographic

- The incubation period in generating successful leads in the group travel market spans a multi-year strategy where tour operators begin booking new itineraries three years ahead of their schedule execution. Visit Billings staff will focus on marketing Billings as a preferred travel destination in the group tour market on **national and international platforms** to begin the process of consideration. The **Asian demographic** will be researched and marketed to in a variety of ways as well (see Increase Awareness in International Marketplace) in order to compete in this expanding tourism segment.

Psychographic

- As mentioned in the general leisure marketing segment explanation in this document, Chinese visitors are familiar with and interested in America's national parks and frequent Yellowstone National Park ranking it number nine on lists of preferred travel destinations. Billings is a viable stopover destination in this market.

Billings is an obvious overnight stop for the motor coach industry touring the area national parks and regional attractions. According to a recent visitor analysis of Yellowstone Park indicates that "**enjoying nature and learning/exploration**" are strong travel motivators. Visitors to Yellowstone National Park want a natural experience as a social experience involving friends and family.

LEISURE - INTERNATIONAL

In 2012, the number of outbound Chinese tourists increased 18.41% to more than 83 million, compared with 2011. China Tourism Academy expects the Chinese outbound market to reach 94 million trips in 2014. The Asian market is a new recruitment market for Visit Billings, one the team plans to harness in the coming years. Research will be the primary focus initially to determine how to impact this market and properly position Billings as an interesting and dynamic destination. If research shows it's a viable segment for Billings to pursue, customer service efforts through TTA will take place in order to be sure front line employees and the general business community understand how to make Billings a successful destination for Chinese and other Asian travelers.

OTHER - EMERGING MARKETS

Themes the Visit Billings will explore in the coming year include:

- Culinary Vacations
- Birding – Nature – Agriculture
- Medical Tourism
- Mancations – Hill Climb – Brew Tour – Car Shows - Frisbee Golf
- PANK – Professional Aunt No Kid

This sizeable niche represents approximately 23 million Americans, single professional traveling with nieces or nephews. A survey by KRC Research shows that almost one in five women are PANKs and will spend about \$9 billion on kids (RoyalCaribbeanBlog.com). Royal Caribbean positions itself as a family brand but intentionally leaves out references to "mom" in ads featuring women with children.

- Wellness Focused Trips

Mia Kyricos, chief brand officer of Spafinder Wellness, indicates there is a real evolution of people trying to figure out how do I not only get a good massage, but also how do I eat better, sleep better, exercise better, and how do I maintain that on the road? (TravelWeekly.com)

More facilities are offering "site running" or "jogging tours" to their fleet of services.

SMALL GROUPS – Reunions - Families

Group travel has been on the upswing over the last several years, but the look and motivation are shifting. Busy professionals have limited time off; Boomers are physically active and eager to connect with their kids and grandkids; parents want quality time with their kids in a neutral setting; single women who like spoiling nieces, nephews and godchildren; still-working Mature pals crossing items off their bucket list over a long weekend.

Boomers are driving multigenerational travel, but they aren't just traveling with their families. They're also traveling with one another, in smaller packs. According to 68% of travel agents, most female clients taking trips in small groups are over the age of 45.

These scenarios represent the growing number of traveler types inspired by a shorter-plus-smaller group trip that maximizes bonding time, while keeping practical constraints like time and money in close consideration.

c. What research supports your target marketing?

Resources:

- <http://www.bluemagnetinteractive.com/blog/89-how-to-target-customers-in-the-5-stages-of-travel.html>
- http://www.huffingtonpost.com/deborah-powsner/winning-the-second-moment_b_1941445.html
- <http://www.warp.ly/blog/how-mobile-influencing-zero-moment-truth-zmot-travel>
- <http://destinationtampabay.com/ask-the-pros/marketing-consultant/how-to-get-your-marketing-message-noticed-in-todays-confusing-times/#more-8790>
- <http://www.mytravelresearch.com/the-tourism-marketing-revolution/>
- <http://moz.com/blog/ultimate-moment-of-truth-moving-toward-shared-experiences>
- http://www.mckinsey.com/insights/marketing_sales/the_consumer_decision_journey

Optional: Include attachment here.

4. Overall Goals

2015-16 STRATEGIC GOALS

Grow Visitation at Montana's Trailhead

The Marketing Plan supports goals laid out in the Montana Office of Tourism's Strategic Plan 2013-17.

Goal #1: Increase Leisure Visitation with Value Season Emphasis

Goal #2: Position Billings as a Regional Sports Leader

Goal #3: Increase Awareness in International Marketplace

Goal #4: Increase Meeting and Convention Recruitment Efforts

Goal #5: Improved Visitor Experience

Goal #1: Increase Leisure Visitation with Value Season Emphasis

October-April marks "value season" in Billings, when tourism traffic and business slows tremendously. This season offers visitors a combination of desirable prices and other travel opportunities in an effort to draw travelers to the region. The value season once again will become a focus for fiscal year 2015-16, with efforts to increase leisure visitation across all markets, including regional, national, international and group tours.

Goal #2: Position Billings as Regional Leader for Sports Events

The sport related travel market generates more than 47 million room nights annually (SportsTravel).

Visit Billings enters its fourth year of a long-term commitment to position Montana's Trailhead as a sport events leader in the state and west region. Sports campaigns will invite athletes to practice, compete and celebrate in Billings as the community is a major player in the sports realm on state and regional stages. Quality air service, 5,000 sleeping rooms, being a budget-friendly city with a lodging tax that is half the national average and numerous facilities that can accommodate a number of core sports help make Billings an ideal sports destination. While major successes have been realized, much more mining and cultivation needs to be done to fine tune and grow this segment of the local tourism industry.

Partnering with the Visit Billings Sports Consultant, Dr. Chris Frye of Sports Business Interests, as well as local athletic organizations, clubs, and businesses has resulted in many wins for Visit Billings and the City of Billings in the sports event category. Together the team will continue to mine for viable sports events opportunities for Billings.

Goal #3: Increase Awareness in International Marketplace

The expansion of the Chinese middle class looking to see the world has Chinese outbound tourists projected to spend \$264 billion per year by 2019 – one of the fastest-growing visitor markets for many U.S. and global cities (Skift.com 2015). Visit Billings is committed to elevating brand awareness to this lucrative market, particularly amongst group tours and individual leisure travelers interested in exploring national parks and iconic points of interest.

President Obama and the U.S. Government have made it easier for the Chinese to get travel visas. According to the U.S. Department of Commerce, travel from China to the U.S. is projected to grow 39% from 1.8 million visitors in 2013 to 2.5 million visitors in 2019. In California alone, Chinese tourism is a huge growth market – with over 800% growth in visitors since 2006 and no signs of slowing (AdWeek).

Goal #4: Increase Small Meeting and City-wide Convention Recruitment Efforts

Since the inception of the Billings Tourism Business Improvement District (TBID), nearly 175,000 convention and meeting related room nights have been booked out of the Visit Billings office with an impact of more than \$37 million dollars on the local economy. Concurrently, citywide conventions, like the BMW MOA International Rally and previous Gold Wing Road Riders Association events like Wing Dings, are proven to thrive in Billings. Visit Billings will continue to recruit and incentivize both small to mid-sized market meetings and city-wide conventions in FY16

Goal #5: Improved Visitor Experience

As Billings continues to experience steady growth and revitalization, it's imperative that tourism partners, frontline stakeholders and staff are well equipped to deliver exceptional customer service to the equally growing number of non-resident visitors – **across all segments**. Visit Billing will partner with local leadership to improve frontline customer service standards, and inspire citywide hospitality and pride in community.

As the national Certified Tourism Ambassador (CTA) program claims, and enhanced visitor experience leads to more frequent visits and better word of mouth about a destination, which can lead to additional convention and tourism business.

Case study: In 2014, the city of Steamboat Springs, Colorado initiated a community-wide service effort to differentiate itself from neighboring competitors. Years earlier the ski resort saw a 22% lift in sales by training phone agents to connect with potential clients and offer customized vacation packages. Building on that model, a pilot group of employees was briefed in current **customer-service thinking** over four four-hour sessions. The objective was to improve customer service, form connections and encourage loyalty. Business did increase by 12-15% since the program, but it's too soon to draw official results.

In Billings, the means for this education is the Trailhead Tourism Ambassador (TTA) program. During FY16, the Visit Billings team will enhance and expand the TTA program to ensure favorable customer service is a major component of a visitor's experience.

This is especially important ahead of hosting the 2015 BMW MOA International Rally. A positive experience in Billings equates to a positive brand image for the destination, which leads to repeat visitation.

The Billings Visitor Information Center's (VIC) mission is to properly facilitate a guest's stay to increase visitor volume, length of stay and visitor spending. The Visit Billings team will continue to ensure the VIC serves its visitors well, and that volunteers are given the tools necessary to stay motivated and properly assist incoming visitors, respond to inquiries and offer a positive experience.

All Visitors Guide requests from client and prospective visitors will be responded to in a timely manner, and booked meetings/conventions will be assigned a services point of contact from the onset, to field inquiries and FACILITATE a favorable experience.

"Do what you do so well that they will want to see it again
and bring their friends" -Walt Disney

Optional: Include attachments here.

5. Joint Venture Opportunities

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

- Visit Billings would like to continuing partnering with MTOT with any and all opportunities that are regarded appropriate – print, digital, OOH, trade shows. There is value in not only leveraging dollars toward increasing audience reach and frequency, but in the association and tie to MTOT messaging and brand pillars.
- Digital opportunities that hyper target a qualified audience of travelers have been heavy-lifters for Billings. Accordingly, staff will look first to those opportunities again.

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

- In the coming year, Visit Billings has plans to partner with Visit Southeast Montana on a regional print campaign to draw visitors to the area. Southeast Montana is weaker without Billings offerings, and Billings weaker without Southeast Montana offerings. It's important for the Visit Billings team to maintain a strong alliance with this valued partner.
- Yellowstone Country, and particularly Red Lodge, is another important region Visit Billings would like to cultivate a relationship. Many successful FAMs and wins have been realized after team efforts between Billings and Red Lodge including the Hot Bike Tour, Outdoor Writers Association of America, BMW MOA Rally and the upcoming 2016 major city-side convention recently inked for Billings. The team will continue to work with Red Lodge CVB, TBID and Chamber of Commerce to bring more wins to the area. As for Yellowstone Country as a general tourism region, Billings is a gateway to the Beartooth Highway (considered part of Yellowstone Country) and Yellowstone National Park via Red Lodge. Billings is also a welcome destination for travelers coming out of the park seeking services, shopping and urban amenities. Visit Billings believes there is value in strengthening the benefits each city offers the other.
- Glacier Country has experienced success tapping into the Asian Market. Exploring a "National Parks" play to Asia may be of interest. At the same time, Yellowstone National Park is a known asset for Chinese travelers.
- Visit Billings will partner with MTOT and Montana Regions/CVBs on relevant consumer trade shows when appropriate.
- Finally, falling in line with MTOT's strategic goals, Billings would like to partner with the City of Billings, Chamber of Commerce, Yellowstone County, Downtown Business Association and local leaders to **Preserve the Assets and Quality of Life** in the community by maintaining productive dialogue around seeking ways to improve Billings, and our product as a year-round destination. Yellowstone Kelly Gravesite renovation efforts at Swords-Rimrock Park are a perfect example of this currently.

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

- Visit Billings has and will continue to partner with MTOT and Visit Southeast Montana on relevant consumer trade shows including, but not limited to, Rocky Mountain International Roundup, U.S. Travel Association's IPW and the GoWest Summit. These partnerships have proven successful in the past and are expected to be in the future.
- In FY15, Visit Billings participated in several of the MTOT co-op advertising opportunities including Nat Geo Traveler magazine, iExplore, Sojern, TripAdvisor and Brand USA. The print placement for Nat Geo Traveler provided a bit of a challenge in that the other participating regions (Missouri Country and Southeast Montana) offer a decidedly different experience than Billings. The initial theme of the spread was "Off the Beaten Path/Best Kept Secrets," an unfortunate heading with Billings part of the buy. However, Visit Billings collaborated with the MTOT team to modify the heading to be relevant for all entities involved, "Trailhead to Adventure." The future of this type of co-op for Visit Billings isn't clear.
- TripAdvisor has been a trusted partner for many years, and the plan moving forward is to continue to nurture and grow the relationship. Visit Billings has had success with Trip co-ops on a national scope, we've geo-targeted regional campaigns, and recently they expanded the Visit Billings reach to include presence on the following English-language international domains.
 - Australia .AU
 - Canada .CA
 - India .IN,
 - Ireland .IE
 - Malaysia .MY
 - New Zealand .NZ
 - Singapore .SG
 - South Africa .ZA
 - Philippines .PH
 - U.K. .UK

Optional: Include attachments here.

Include pie chart here.

Marketing Segment, Strategy & Budget

Marketing Segment	Marketing Method	Does research support	Describe your method.	Supporting research/statistics	Provide a brief rationale.	Plan to measure success?	Marketing Method Evaluation	Estimated budget for each	Non bed tax	Add'l Attchmnts
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		this method?					method.	funds?
Consumer	Online/Digital Advertising	Yes	<p>Display advertising is by definition a "pattern interrupt" type of marketing which means the creative content needs to be so captivating that the visitor will stop browsing to click on your ad, or so impactful they will come back to it later - ultimately transporting them into the sales path. Display advertising is relevant, especially when powered by laser targeting. The digital plan for FY16 is an integrated mix of direct buys on regional news and TV websites, as well as programmatic to serve ad across the internet based on a person's behavior, demographics and interests.</p> <p>The strategy for digital banners is to focus on the best-performing ad sizes - leaderboard (728x90) and big box ads (300x250). The box ad is also served on mobile. Mobile impressions continue to yield high CTRs (.17%-.25%) at a low CPC commitment. Mobile will remain a viable component of the FY16 media mix.</p> <p>Investments in TripAdvisor.com will offer an opportunity for Visit Billings to gain exposure in a geo-targeted banner campaign.</p> <p>Digital investments will focus on regional (WY, ND, SD, and Canada) and national (WA, MN, TX, IL) buys.</p> <p>Contest/prize driven experiences have been impactful campaigns for Billings, whereby giveaways are awarded monthly for engaging with VisitBillings.com and/or social media. Such avenues are also part of the FY16 leisure marketing strategy.</p> <p>On the National marketing level, messages will position Visit Billings as the Gateway to Yellowstone National Park, establishing the value of Billings as a convenient, authentic and unforgettable destination to include in vacation planning. Travel writers and travelers have increasingly equated a sense of "authenticity" or "local experiences" with things "not found in a guidebook." (ReidonTravel.com July 2013). Annual placements will be ignited by Q1-2 marketing efforts aimed to reach travelers interested in unforgettable spring/summer travel experiences, both flying and driving.</p>	<p>Non-resident travelers spend \$374 million annually in Billings/Yellowstone County – a more than significant amount of economic impact. Leisure, though a much less track-able form of travel, has a huge influence on that bottom line. The overall goal of the 2015-16 leisure marketing strategy is to expand year round leisure visitation and grow room nights at Montana's Trailhead.</p>	<p>Billings' leisure market consists of a healthy balance of history on the genuine frontier, outdoor adventure and recreation and urban amenities. As the largest city in the region, Billings offers amenities and opportunities regional visitors expect from the destination (medical, shopping, restaurant offerings, etc.). Visit Billings is striving to be sure visitors expectations are expanded so that all visitors, regardless of where they come here from, see Billings as the trailhead to the many iconic attractions and experiences offered.</p> <p>Each regional campaign will feature a unique concept, design and message, building on brand standards and featuring a familiar look/feel. The objective is to drive traffic and awareness to VisitBillings.com without creative burnout.</p> <p>Placements in proven publications and websites will continue: TripAdvisor.com, Budget Travel, Dream. Plan. Co., and select national travel publications. Preference is given to print media when Billings-specific editorial can be leveraged. Investments across the board will increase as deemed appropriate, and an increase is planned for TripAdvisor.com as the resource continues to grow in importance to travelers.</p>	<p>Smith Travel Research Report (STR) offers monthly snapshots of occupancy and room demand percentages for the Billings market. This information will be monitored internally and shared with stakeholders/lodging/tourism partners. The goal for FY16 is to constantly see a room demand average of 3% per month.</p>	\$60,000.00	Yes
Consumer	Print Advertising	Yes	<p>Because a significant percentage of the regional audience resides in small-medium markets, print remains a relevant component to the media strategy - rural newspapers, state publications and regional magazines in WY, ND, SD and Canada. Advertising in local newspapers is a proven method for reaching an older demographic.</p> <p>Regional marketing messages will appeal to a drive audience, interested in shopping, dining and weekend getaways in Billings, and strive to showcase the many ways the region can experience Billings throughout the year, including the value season. In doing so, creative concepts appeal to girlfriends, families and weekend adventurers, alike.</p> <p>Several seasonal/themed regional campaigns will be launched, without interruption, every eight-twelve weeks throughout the year to continually invite and inspire folks from the drive region to visit Billings, offering reasons not only to visit Billings, but opportunities to engage with our destination brand as the client is within the decision-making process.</p> <p>Placements and creative will adjust to speak to the travel purchase path using programmatic advertising strategies. The initial ad will focus on INSPIRING potential visitors; as potential clients engage with the ad, the creative will adjust in message to shift from inspiration to researching and exploring, ORIENTING, and ultimately FACILITATING a trip. The number of people served the creative will get smaller as the message becomes more specific.</p> <p>This method will also be utilized to inspire the national travel to choose Billings outside regional markets like MSP, Denver, Dallas and Seattle.</p> <p>On the National marketing level, messages will position Visit Billings as the Gateway to Yellowstone National Park, establishing the value of Billings as a convenient, authentic and unforgettable destination to include in vacation planning. Travel writers and travelers have increasingly equated a sense of "authenticity" or "local experiences" with things "not found in a guidebook." (ReidonTravel.com July 2013). Annual placements will be ignited by Q1-2 marketing efforts aimed to reach travelers interested in unforgettable spring/summer travel experiences, both flying and driving.</p>	<p>Non-resident travelers spend \$374 million annually in Billings/Yellowstone County – a more than significant amount of economic impact. Leisure, though a much less track-able form of travel, has a huge influence on that bottom line. The overall goal of the 2015-16 leisure marketing strategy is to expand year round leisure visitation and grow room nights at Montana's Trailhead.</p>	<p>Billings' leisure market consists of a healthy balance of history on the genuine frontier, outdoor adventure and recreation and urban amenities. As the largest city in the region, Billings offers amenities and opportunities regional visitors expect from the destination (medical, shopping, restaurant offerings, etc.). Visit Billings is striving to be sure visitors expectations are expanded so that all visitors, regardless of where they come here from, see Billings as the trailhead to the many iconic attractions and experiences offered.</p> <p>Placements in proven publications and websites will continue: TripAdvisor.com, Budget Travel, Dream. Plan. Co., and select national travel publications. Preference is given to print media when Billings-specific editorial can be leveraged. Investments across the board will increase as deemed appropriate, and an increase is planned for TripAdvisor.com as the resource continues to grow in importance to travelers.</p>	<p>Smith Travel Research Report (STR) offers monthly snapshots of occupancy and room demand percentages for the Billings market. This information will be monitored internally and shared with stakeholders/lodging/tourism partners. The goal for FY16 is to constantly see a room demand average of 3% per month.</p>	\$35,000.00	Yes
Consumer	Photo/Video Library	Yes	<p>Brilliant images are used to inspire the prospective visitor in print and digital offering for Visit Billings. These images will be utilized at www.visitbillings.com, in leisure travel campaigns and advertising of all types, promotion, tourism partners' websites, display in the VIC, Visit Billings website and journalist requests.</p>	<p>Billings' leisure market consists of a healthy balance of history on the genuine frontier, outdoor adventure and recreation and urban amenities. As the largest city in the region, Billings offers amenities and</p>	<p>An updated photo library is critical for destination promotion. The photos are made available to tourism partners at no charge.</p>	<p>Inspiring images are important for the successful building of creative marketing as well as orientation and facilitation materials.</p>	\$6,000.00	Yes

				<p>opportunities regional visitors expect from the destination (medical, shopping, restaurant offerings, etc.). Visit Billings is striving to be sure visitors expectations are expanded so that all visitors, regardless of where they come here from, see Billings as the trailhead to the many iconic attractions and experiences offered.</p> <p>Non-resident travelers spend \$374 million annually in Billings/Yellowstone County – a more than significant amount of economic impact. Leisure, though a much less track-able form of travel, has a huge influence on that bottom line. The overall goal of the 2015-16 leisure marketing strategy is to expand year round leisure visitation and grow room nights at Montana's Trailhead.</p>						
Consumer	Ad Agency Services	Yes	<p>Marketing and strategic plans are crucial to the successful building of a brand and growth in Billings' tourism segments. Ad agency services are a critical piece of this planning, building, creation and execution of leisure, sports, group tour, and meetings and conventions segments campaigns. The partnership between Visit Billings and its Agency of Record are extremely important. These dollars allow the Visit Billings team to work closely with the Agency to evolve as a tourism destination, grow visitation and stay on top of industry and traveler trends.</p>	N/A	N/A	N/A		\$43,000.00	Yes	
Consumer	Joint Ventures	Yes	<p>Visit Billings would like to continue partnering with MTOT with any and all opportunities that are regarded appropriate – print, digital, OOH, trade shows. There is value in not only leveraging dollars toward increasing audience reach and frequency, but in the association and tie to MTOT messaging and brand pillars.</p> <p>Digital opportunities that hyper target a qualified audience of travelers have been heavy-lifters for Billings. Accordingly, staff will look first to those opportunities again.</p>	<p>Non-resident travelers spend \$374 million annually in Billings/Yellowstone County – a more than significant amount of economic impact. Leisure, though a much less track-able form of travel, has a huge influence on that bottom line. The overall goal of the 2015-16 leisure marketing strategy is to expand year round leisure visitation and grow room nights at Montana's Trailhead.</p>	<p>Billings' leisure market consists of a healthy balance of history on the genuine frontier, outdoor adventure and recreation and urban amenities. As the largest city in the region, Billings offers amenities and opportunities regional visitors expect from the destination (medical, shopping, restaurant offerings, etc.). Visit Billings is striving to be sure visitors expectations are expanded so that all visitors, regardless of where they come here from, see Billings as the trailhead to the many iconic attractions and experiences offered.</p>	<p>Smith Travel Research Report (STR) offers monthly snapshots of occupancy and room demand percentages for the Billings market. This information will be monitored internally and shared with stakeholders/lodging/tourism partners. The goal for FY16 is to constantly see a room demand average of 3% per month.</p>		\$30,000.00	No	
Film	Opportunity Marketing	Yes	<p>Should there be an opportunity for Visit Billings to team up with the Montana Film Office to help court or execute a film project, Visit Billings will engage these resources and those set aside in private funds to assist appropriately.</p>	N/A	N/A	N/A		\$1,000.00	Yes	
Group Marketing	Print Advertising	Yes	<p>Marketing Segment: Group Tours</p> <p>Methods/Tactics</p> <ul style="list-style-type: none"> • Travel Conventions and Summits • Rocky Mountain International (RMI) partnership • FAM tours • Translated Marketing Materials • Print and Digital Advertising <p>Visit Billings will work to better define product to best align new itinerary opportunities along the national park corridor including Mount Rushmore and Badlands National Parks in South Dakota and Bighorn Battlefield and Yellowstone National Parks in Montana and Wyoming. Strategies will also assist with better communication of Billings as Montana's path to or from Yellowstone and other popular attractions for the national and international tour operator.</p> <p>The team will work with its Agency of Record, AD Creative Group, to strategically place creative marketing in publications to assist with brand lift for Montana's Trailhead, including but not limited to the following:</p> <p>Group Travel Leader Magazine</p> <p>Group Tour Magazine</p> <p>Leisure Group Travel Magazine</p> <p>NTA</p> <p>National Tour Association</p> <p>Trip Planner Magazine</p> <p>Courier Magazine</p> <p>Best of USA Directory (annual directory)</p>	<p>Non-resident travelers spend \$374 million annually in Billings/Yellowstone County – a more than significant amount of economic impact. Leisure, though a much less track-able form of travel, has a huge influence on that bottom line. The overall goal of the 2015-16 leisure marketing strategy is to expand year round leisure visitation and grow room nights at Montana's Trailhead.</p> <p>The Meetings and Conventions segment at Montana's Trailhead makes up nearly one quarter (24%) of the local tourism industry.</p> <p>The explosive youth sports movement has become a \$7 billion industry in travel alone – the fastest growing segment in travel. It's estimated that at least 35 million kids between five and 18 currently play an organized sport each year in the U.S. Of that, 21 million are involved in non-school youth sports, which has been expanding. (Source: CNBC)</p> <p>Sports is a proven</p>	<p>Previously, the directive to Visit Billings staff from lodging partners was that each individual property would seek its group tour opportunities internally. Now, with more than 800 new sleeping rooms in the market, that approach has shifted and the Visit Billings team has been tasked with taking a more proactive approach to build relationships with tour operators. Efforts are essential for continued growth in the leisure segment.</p> <p>In doing so, the team will present Billings as the most attractive, economic destination when group tour operators plan their Yellowstone and Montana vacations for their clientele.</p>	<p>Contact database and relationship building. Visit Billings realizes that the Group Tour Market will not grow overnight and that relationships with operators need to be cultivated and fostered. Success is not expected to be realized in the form of Billings on an itinerary within FY16.</p> <p>In the Meetings and Conventions and also Sports segments, measurable objectives include X amount of bookings and X amount of room nights realized for FY16.</p>		\$30,000.00	Yes	

			<p>Meantime, group marketing funds will also be invested in the Meetings and Conventions segment.</p> <p>The team encourages planners to experience a Bucket List State for their next meeting destination. This will be done at tradeshows and one-on-one sales missions and appointments, but also via print advertising for brand lift efforts in Meetings and Conventions publications.</p> <p>While the come-early or stay-late mindset is relevant, unique meeting spaces and distinctive team building opportunities, formal and informal, can boost interest and attendance. Billings, as a trailhead to adventure, western experiences and incredible vistas in Big Sky Country, offers must-see experiences that can be highly effective in drawing large attendance.</p> <p>Billings offers a wide range of accessible venues for virtually any sport with exceptional air service and accessibility. Team-friendly restaurants, local attractions, affordability, no sales tax, and a competitive bed tax make Billings an ideal sports destination for youth, high school, collegiate, club and amateur athletic events.</p> <p>Sports in Billings: Home to major annual events like the Big Sky State Games, Montana Women's Run, Montana Marathon, All Class State High School Wrestling Tournament, Heart and Sole Run, Stockman Bank Magic City Classic and Big Sky VolleyFest, to name a few, Billings has proven it knows sports and helps execute sporting events quite well. But, again, maintaining and growing Billings' sports product is essential to the future of the segment and this commitment of positioning the destination as a sports event hub. Visit Billings will execute brand lift efforts in specific sports events publications that speak to sports planners and tournament directors across the west region and nation.</p> <p>Sports planners are seeking destinations that offer ample state-of-the-art sports venues with easy access, diverse dining options, and "Things to Do," for not only the traveling teams, but the entire family. Cities and towns are seeing the benefits as sports trips turn into mini-vacations for families. Positioning Billings as a family-friendly, sports destination will help to secure more opportunities for continued growth.</p>	<p>strong, tourism segment for Billings, Montana's Trailhead. FY15 witnessed many successes in this critical segment of the local tourism industry. November of 2014 brought the first of two NCAA DII Cross Country Region Championships (2014 & 2016). February 2015 brought the GNAC Men's and Women's Basketball Championships.</p>						
Marketing Support	Fulfillment/Telemarketing	Yes	<p>The Visit Billings team, together with the organization's advertising agency of record (AD Creative Group) and guidance per the Montana Office of Tourism (Strategic Plan), have identified Billings' regional travel audience as a top target in which to increase visitation. In order to better reach potential visitors to Montana and Billings, contracts with Certified Folder Display (CFD) will help distribute the Billings Visitor Guide in key markets including other parts of Montana, Western North and South Dakota and Northern Wyoming.</p> <p>In addition to contract fulfillment, Visit Billings will utilize dollars for general postage and a Visitor Center Toll-Free number.</p>	<p>Increase visitation and increased expenditures of the regional drive market will be achieved by encouraging multiple repeat visits.</p> <p>Billings' leisure market consists of a healthy balance of history on the genuine frontier, outdoor adventure and recreation and urban amenities. As the largest city in the region, Billings offers amenities and opportunities regional visitors expect from the destination (medical, shopping, restaurant offerings, etc.). Visit Billings is striving to be sure visitors expectations are expanded so that all visitors, regardless of where they come here from, see Billings as the trailhead to the many iconic attractions and experiences offered.</p> <p>Non-resident travelers spend \$374 million annually in Billings/Yellowstone County – a more than significant amount of economic impact. Leisure, though a much less track-able form of travel, has a huge influence on that bottom line. The overall goal of the 2015-16 leisure marketing strategy is to expand year round leisure visitation and grow room nights at Montana's Trailhead.</p>	<p>FY15 proved another successful year of service from Certified Folder Display making sure the Billings' publication was readily available at rest stops, hotels, and the like for potential visitors to enjoy and guide them along their journey.</p> <p>Visit Billings maintains a toll free number that rings directly into the Visitor Information Center (VIC). The number is printed in certain marketing like the Visitor Guide and is also available on line at www.visitbillings.com. Visit Billings does not track the number of calls received on that number. However, the organization believes it is important to meet the needs of potential visitors to Billings and the surrounding region.</p>	<p>Smith Travel Research Report (STR) offers monthly snapshots of occupancy and room demand percentages for the Billings market. This information will be monitored internally and shared with stakeholders/lodging/tourism partners. The goal for FY16 is to constantly see a room demand average of 3% per month.</p>	\$23,600.00	Yes		
Marketing Support	Opportunity Marketing	Yes	<p>Visit Billings will look to these funds should an appropriate opportunity to grow visitation at Montana's Trailhead, present itself. If not, dollars will be shifted to consumer (leisure) of group marketing efforts.</p>	N/A	N/A	N/A		\$10,000.00	Yes	
Marketing Support	Administration	No	<p>As the managing entity of the Billings Convention and Visitors Bureau (Visit Billings), 20% of FY16 funds will be allocated for administrative purposes. This amount in FY16 is \$71,400.</p>	N/A	N/A	N/A		\$71,400.00	Yes	
Marketing Support	Printed Material	Yes	<p>The FACILITATION phase is where the traveler seeks things to see and do at the destination on the way to the destination. This may include planning alternate routes and overnight stays to</p>	<p>Printed materials are important to the facilitation phase of travel decision process.</p>	<p>Visit Billings will address the three phases of the travel decision process:</p>	<p>Smith Travel Research Report (STR) offers monthly snapshots of</p>		\$6,000.00	Yes	

break the travel into manageable daily distances.

- Billings Visitor Information Center (VIC) is managed by Visit Billings and housed on the main floor of the Chamber building. Nearly thirty part-time volunteers operate the center which is open daily Memorial Day to Labor Day and with Chamber of Commerce business hours in the value season. The VIC is complete with **brochures, maps, guides** and retail offerings. The team is welcoming, knowledgeable, and on-the-ready in order to facilitate visitor queries to assist with successful stays and future Montana travels.

Non-resident travelers spend \$374 million annually in Billings/Yellowstone County – a more than significant amount of economic impact. Leisure, though a much less track-able form of travel, has a huge influence on that bottom line. The overall goal of the 2015-16 leisure marketing strategy is to expand year round leisure visitation and grow room nights at Montana's Trailhead.

The **INSPIRATION** phase in which the traveler is made aware of the general product and develops a desire to visit the destination. This phase is masterfully executed by the Montana Office of Tourism, which uses Montana's key tourism pillars to inspire millions of potential visitors to visit the state each year.

- Billings is well situated between the historic landmarks of Southeast Montana, and the awe-inspiring landscapes of Yellowstone Country. Working in tandem with MTOT efforts, Visit Billings will continue to leverage stunning imagery, inspiring, targeted messaging, and compelling calls to action in marketing materials. Headlines include "Gateway to Breathing," and "Trailhead to Genuine Frontier."
- For the national audience, Visit Billings will seek to inspire travelers to include Billings on their itinerary as urban waypoint worth staying an extra night (or two) for.
- Regionally, Billings itself offers a vacation destination to many neighboring communities. Ongoing "weekender" campaigns will inspire and invite a driving audience to explore and enjoy all that Billings has to offer.

occupancy and room demand percentages for the Billings market. This information will be monitored internally and shared with stakeholders/lodging/tourism partners. The goal for FY16 is to constantly see a room demand average of 3% per month.

The **ORIENTATION** phase is where the traveler begins researching the details of his or her trip. This phase focuses on the route the traveler will take to arrive at the chosen destination and the mode of transportation used to get there.

- All Visit Billings marketing materials direct prospective travelers to a comprehensive website, VisitBillings.com. The site is maintained regularly and provides in-depth information, maps, guides, suggested itineraries and must-sees on Billings and the area. The easy-to-navigate data is cataloged so any demographic group can find what suits their tastes and needs.
- In 2014 the team launched a digital Itinerary Builder to further assist travelers in shaping their custom "bucket list" experience. As guests browse through VisitBillings.com's innumerable pages, they can select their favorite activities, restaurants and

					<p>points of interest and then develop a logistically sound itinerary around them.</p> <ul style="list-style-type: none"> An air service map showcases direct, non-stop and seasonal routes into Billings from feeder markets. It has also been expanded to include intrastate flights serviced by Cape Air. A Walking Brewery District map, and comprehensive Hotels map are downloadable from the website, and further orient guests on where Billings is situated in the state, and where points of interest and facilities are located within the city. The Visitor Guide is available digitally via the website, and also mailed upon request. The Visit Billings team is committed to responding to web and phone inquiries promptly. <p>The FACILATION phase is where the traveler seeks things to see and do at the destination on the way to the destination. This may include planning alternate routes and overnight stays to break the travel into manageable daily distances.</p> <ul style="list-style-type: none"> Billings Visitor Information Center (VIC) is managed by Visit Billings and housed on the main floor of the Chamber building. Nearly thirty part-time volunteers operate the center which is open daily Memorial Day to Labor Day and with Chamber of Commerce business hours in the value season. The VIC is complete with brochures, maps, guides and retail offerings. The team is welcoming, knowledgeable, and on-the-ready in order to facilitate visitor queries to assist with successful stays and future Montana travels. 				
Marketing Support	Research	Yes	<p>Research as stated: Smith Travel Research (STR) Report and EmpowerMNT Database.</p> <p>Smith Travel Research produces a monthly report also referred to as the STR Report. This research offers data on community, regional and national travel trends. STR Reports are the hotel industry standard for benchmarking measurables for a DMO like Visit Billings. Data tracked includes occupancy rate, room demand, RevPar and average daily rate (ADR). By tracking and utilizing this research, Staff can benchmark Yellowstone County lodging statistics with other competing destinations across the region and country.</p> <p>The STR Report is emailed to stakeholders and tourism partners.</p> <p>empowerMINT offers meeting planners destination information for their planning purposes. Planners can access the library if you will via state, region, city, etc. and help scout a location for an upcoming meeting or convention. Conversely, sales staff can mine leads and request specific information to help research opportunities to grow the Meetings and Conventions segment.</p>	<p>FY16 Goal #4: Increase Small Meeting and City-wide Convention Recruitment Efforts</p> <p>The meeting and convention segment at Montana's Trailhead makes up nearly one quarter (24%) of the local tourism industry.</p> <p>Desirable selling points like access to ample must-see scenic drives in and around the area, nearly 5,000 hotel rooms from major brands and locally-owned properties, a tourism-friendly business community, and a hugely supportive Visit Billings sales and servicing team, are all elements that position Billings well for future small meetings and city-wide conventions.</p>	<p>In Billings, the sales team encourages planners to experience a Bucket List State for their next meeting destination. While the come-early or stay-late mindset is relevant, <i>unique meeting spaces and distinctive team building opportunities</i>, formal and informal, can boost attendance building. Billings, as a trailhead to adventure, western experiences and incredible vistas in Big Sky Country, offers must-see experiences that can be highly effective in drawing large attendance.</p>	<p>Contact database and relationship building.</p> <p>In the Meetings and Conventions and also Sports segments, measurable objectives include X amount of bookings and X amount of room nights realized for FY16.</p>	\$9,750.00	Yes	

Marketing Support	TAC/Governor's Conference meetings	No	N/A	N/A	N/A	N/A		\$3,250.00	Yes	
Marketing Support	Professional Development	Yes	<p>The Destination Marketing Association International (DMAI) Annual Convention allows people to connect with more than 1,000 fellow DMO colleagues for professional development and networking.</p> <p>The event has a history of being a very worthy investment for many reasons including networking opportunities and the sharing of best practices among peers in the industry.</p>	It is important to gain industry knowledge to be able to serve visitors to the fullest extent.	The event has a history of being a very worthy investment for many reasons including networking opportunities and the sharing of best practices among peers in the industry.	A full report to the Visit Billings Boards of Director (TBID and Chamber/CVB) will be made available. The Visit Billings staff member whom attends also shares findings and revelations with colleagues and coworkers.		\$2,000.00	Yes	
Publicity	Fam Trips	Yes	<p>Marketing Segment: Publicity</p> <p>Methods/Tactics</p> <ul style="list-style-type: none"> FAM Tours Relationship Building/Networking Creating and Amassing Content Seeking Editorial Opportunities <p>The Visit Billings Publicity Team strives to partner with MTOT, tourism partners, and neighboring regions in promoting visitation to Billings, Montana's Trailhead. A few key tactics include the following:</p> <p>FAM Tours</p> <p>FAM tours will be a continued means of showcasing Montana's Trailhead. The team will work independently and with the Montana Office of Tourism (MTOT) to recruit journalists and expose them to Billings and the surrounding regions.</p> <p>In addition to the leads given to Visit Billings by MTOT, Visit Billings will reach out to journalists on prospective story ideas. When a journalist shows interest, the team will be ready to execute a fully hosted and, if desired, guided experience at Montana's Trailhead. Media gathering entities like <i>Melwater</i> will assist by tracking coverage and generating leads.</p> <p>Relationship Building/Networking</p> <p>The months ahead will also focus on building relationships with social media influencers like photographers, writers, publications, and blogs with large social media followings. Such relationships benefit Billings and Montana over time with editorial generation.</p> <p>Networking opportunities will be seized at every opportunity to build solid relationships with journalists and social media influencers – targeting those that offer insight or leads including adventure, history, culture, recreation and food and beverage publications.</p> <p>Creating and Amassing Content</p> <p>Content collection and creation will be a significant priority in FY16. The team will gather photography, video and editorial content to form and evolve blog material. Social media is at a stage where content is the key to success. The more videos, photos, and personal stories available in our toolkit, the better the opportunity to persuade potential visitors and journalists to experience Billings.</p> <p>Visit Billings will be using local photographers and videographers to build content. Such material will cover a broad spectrum of beautiful imagery that represents all aspects of the destination including landscapes, food, and attractions. Visit Billings will also develop a newsroom in FY16 as a place to house content as a resource for journalists to utilize.</p> <p>Seeking Editorial Opportunities</p> <p>Along with recruiting journalists to visit, learn and write about the destination, Visit Billings will also seek opportunities to submit editorial content for various publications. Relationships with big brands like Adventure.com will be coveted in order to publish local content to large audiences. Building a relationship with local Billings365.com to publish blogs will also be leveraged.</p> <p>For Visit Billings, a Social Media and Public</p>	Non-resident travelers spend \$374 million annually in Billings/Yellowstone County – a more than significant amount of economic impact. Leisure, though a much less track-able form of travel, has a huge influence on that bottom line. The overall goal of the 2015-16 leisure marketing strategy is to expand year round leisure visitation and grow room nights at Montana's Trailhead.	Billings' leisure market consists of a healthy balance of history on the genuine frontier, outdoor adventure and recreation and urban amenities. As the largest city in the region, Billings offers amenities and opportunities regional visitors expect from the destination (medical, shopping, restaurant offerings, etc.). Visit Billings is striving to be sure visitors expectations are expanded so that all visitors, regardless of where they come here from, see Billings as the trailhead to the many iconic attractions and experiences offered.	Smith Travel Research Report (STR) offers monthly snapshots of occupancy and room demand percentages for the Billings market. This information will be monitored internally and shared with stakeholders/lodging /tourism partners. The goal for FY16 is to constantly see a room demand average of 3% per month.		\$2,000.00	Yes	
Publicity	Social Media	Yes	<p>Social media serves to support brand messaging, generate buzz, share experiences, and invite followers and friends to join a conversation. Visit Billings will continue to enhance audiences and engagement on all social channels (Facebook, Instagram, Twitter, Pinterest and YouTube) in an effort to build brand awareness and loyalty for Billings, Montana's Trailhead. Social media icons will be included in all media placements moving forward, and a social media component will be integrated in regional individual campaigns.</p> <p>For Visit Billings, a Social Media and Public</p>	Billings' leisure market consists of a healthy balance of history on the genuine frontier, outdoor adventure and recreation and urban amenities. As the largest city in the region, Billings offers amenities and opportunities regional visitors expect from the destination (medical, shopping, restaurant	In recent years, the Visit Billings team worked extensively and successfully to increase the destination's social media offerings and public relations presentation in order to grow visitation at Montana's Trailhead. From social media contests and platform expansion (Facebook, Twitter, Pinterest, etc.) to	Smith Travel Research Report (STR) offers monthly snapshots of occupancy and room demand percentages for the Billings market. This information will be monitored internally and shared with stakeholders/lodging /tourism partners.		\$16,500.00	Yes	

Relations Manager assists with this piece of the visitation growth/recruitment pie. The Visit Billings SM/PR Manager is a shared position with Visit Southeast Montana. Salary for the position is split between with two organizations while the Billings Tourism Business Improvement District offsets benefits and overhead costs. It's a true win-win for Billings and Southeast Montana.

In FY16, the plan calls for organically **building followers** through the use of beautiful imagery and **pushing links** to our other social media pages when possible. Sharing links with social media influencers and strategic partners with large social followings will support the effort to build. In the coming year, the team will also audit other successful destinations to **gain insight and inspiration** from their social media sites. In harmony with sharing content socially, additional content creation and the **development of a blog** is on the radar for 2015-16. This while building relationships with journalists whom can assist with exposure leverage for Billings and the surrounding area.

Visit Billings is committed to growing a presence on the following channels:

- www.Facebook.com/billingsmt
- www.Twitter.com/MTsTrailhead
- www.YouTube.com/BillingsCVB
- www.Pinterest.com/visitbillings
- www.Instagram.com/MontanasTrailhead
- #VisitBillings
- Journalist Relationships and Journo FAMS

Facebook

Visit Billings will continue to reply on social media heavy-lifter, Facebook. The platform allows the team to share various types of content including links, stories, video and beautiful photos of Montana's Trailhead. Facebook engagement will be tracked through watching new likes, post reach, and engagement on posts.

#VisitBillings Hashtag

Hashtags are a great way to organize and track social media updates and find others who are talking about the same things you're talking about. Visit Billings launched the hashtag #VisitBillings in 2015, and will continue to focus on building it in the year ahead.

By increasing and encouraging hashtag use, brand awareness increases across all segments – from leisure to sports to meetings. #VisitBillings will be prominently featured on advertising, signage, handouts, banners, and media to reinforce the Billings brand and stay front-of-mind as a modern and dynamic destination. To further engage fans, followers and photographers – photos posted with the #VisitBillings could have a chance to be featured in Visit Billings marketing. Finally, the hashtag also gives the Visit Billings Social Media team a way to aggregate new content that can be shared on other social media channels.

As part of the hashtag initiative, a new Visit Billings sticker is being launched in FY16. The sticker will exemplify all that the Billings area has to offer. The front will prominently feature #VisitBillings, and the back will have an explanation of *how to interact* with social media pages using the hashtag – primarily Instagram, Twitter, and Facebook.

Instagram

Efforts will increase on Instagram as it gains popularity and creates a natural environment for Visit Billings to interact with its fan base.

In FY16 Visit Billings will have local celebrities take turns doing "Instagram Takeovers" to create a buzz in the community. Social influencers will be recruited to explore the hidden gems of Billings and the area around Billings to share with their large social following.

Twitter

Twitter typically works best for brands that generate enough content to post 10- 20 times per day. The Visit Billings team will study how other destinations utilize Twitter in an effort to possibly develop an improved, efficient usage strategy.

Instagram and Twitter engagement will be tracked via the success of #VisitBillings and number of new followers. Giveaways will be used to boost engagement and dollars will be strategically utilized to promote pages and boost posts when appropriate.

Pinterest

More than one in six visitors to travel sites are also

offerings, etc.). Visit Billings is striving to be sure visitors expectations are expanded so that all visitors, regardless of where they come here from, see Billings as the trailhead to the many iconic attractions and experiences offered.

Non-resident travelers spend \$374 million annually in Billings/Yellowstone County – a more than significant amount of economic impact. Leisure, though a much less track-able form of travel, has a huge influence on that bottom line. The overall goal of the 2015-16 leisure marketing strategy is to expand year round leisure visitation and grow room nights at Montana's Trailhead.

increased journalist familiarization tours, the Visit Billings team understands the importance of staying ahead of trends and meeting the demands of potential and repeat visitors.

The goal for FY16 is to constantly see a room demand average of 3% per month.

Pinterest users. Because of its visually oriented interface, Pinterest has been touted as having more promise for travel marketers than other emerging social media sites (and even some of the established ones) (eMarketer.com January 2013).

YouTube

FY16 will include a newly produced video for Visit Billings. The video will be viewable as one whole video, as well as shorter cut downs that can stand-alone. All of these videos will be pushed through the Visit Billings YouTube channel.

Reputation Management

Many potential visitors make decisions based on online reviews and bad reviews can end a relationship before it has even begun. The Visit Billings Social Media Team will monitor the web and select travel websites to manage potential bad reviews, and secure a positive reputation for Billings.

PUBLICITY

Marketing Segment: Publicity

Methods/Tactics

- FAM Tours
- Relationship Building/Networking
- Creating and Amassing Content
- Seeking Editorial Opportunities

The Visit Billings Publicity Team strives to partner with MTOT, tourism partners, and neighboring regions in promoting visitation to Billings, Montana's Trailhead. A few key tactics include the following:

FAM Tours

FAM tours will be a continued means of showcasing Montana's Trailhead. The team will work independently and with the Montana Office of Tourism (MTOT) to recruit journalists and expose them to Billings and the surrounding regions.

In addition to the leads given to Visit Billings by MTOT, Visit Billings will reach out to journalists on prospective story ideas. When a journalist shows interest, the team will be ready to execute a fully hosted and, if desired, guided experience at Montana's Trailhead. Media gathering entities like *Meltwater* will assist by tracking coverage and generating leads.

Relationship Building/Networking

The months ahead will also focus on building relationships with social media influencers like photographers, writers, publications, and blogs with large social media followings. Such relationships benefit Billings and Montana over time with editorial generation.

Networking opportunities will be seized at every opportunity to build solid relationships with journalists and social media influencers – targeting those that offer insight or leads including adventure, history, culture, recreation and food and beverage publications.

Creating and Amassing Content

Content collection and creation will be a significant priority in FY16. The team will gather photography, video and editorial content to form and evolve blog material. Social media is at a stage where content is the key to success. The more videos, photos, and personal stories available in our toolkit, the better the opportunity to persuade potential visitors and journalists to experience Billings.

Visit Billings will be using local photographers and videographers to build content. Such material will cover a broad spectrum of beautiful imagery that represents all aspects of the destination including landscapes, food, and attractions. Visit Billings will also develop a newsroom in FY16 as a place to house content as a resource for journalists to utilize.

Seeking Editorial Opportunities

Along with recruiting journalists to visit, learn and write about the destination, Visit Billings will also seek opportunities to submit editorial content for various publications. Relationships with big brands like Adventure.com will be coveted in order to publish local content to large audiences. Building a relationship with local Billings365.com to publish blogs will also be leveraged.

Publicity	Fam Trips	Yes	<p>Visit Billings will work with MTOT and other tourism regions or entities to host fam tours. Such projects are important to our mission because it is the combining of budgets and resources to promote our region and state. Should the opportunity arise to partner with other organizations, Visit Billings staff will collaborate to offer the best experience available for our Montana guests.</p> <p>PUBLICITY Marketing Segment: Publicity Methods/Tactics</p> <ul style="list-style-type: none"> • FAM Tours • Relationship Building/Networking • Creating and Amassing Content • Seeking Editorial Opportunities <p>The Visit Billings Publicity Team strives to partner with MTOT, tourism partners, and neighboring regions in promoting visitation to Billings, Montana's Trailhead. A few key tactics include the following:</p> <p>FAM Tours FAM tours will be a continued means of showcasing Montana's Trailhead. The team will work independently and with the Montana Office of Tourism (MTOT) to recruit journalists and/or tour operators, i.e. RMI Mega FAM, and expose them to Billings.</p>	<p>Smith Travel Research Report (STR) offers monthly snapshots of occupancy and room demand percentages for the Billings market. This information will be monitored internally and shared with stakeholders/lodging /tourism partners. The goal for FY16 is to constantly see a room demand average of 3% per month.</p> <p>Billings' leisure market consists of a healthy balance of history on the genuine frontier, outdoor adventure and recreation and urban amenities. As the largest city in the region, Billings offers amenities and opportunities regional visitors expect from the destination (medical, shopping, restaurant offerings, etc.). Visit Billings is striving to be sure visitors expectations are expanded so that all visitors, regardless of where they come here from, see Billings as the trailhead to the many iconic attractions and experiences offered.</p> <p>Non-resident travelers spend \$374 million annually in Billings/Yellowstone County – a more than significant amount of economic impact. Leisure, though a much less track-able form of travel, has a huge influence on that bottom line. The overall goal of the 2015-16 leisure marketing strategy is to expand year round leisure visitation and grow room nights at Montana's Trailhead.</p>	<p>This project is important to the Visit Billings mission because it is the combining of budgets and resources to promote our region and state. Should the opportunity arise to partner with MTOT and other businesses, the team will execute accordingly.</p>	<p>Smith Travel Research Report (STR) offers monthly snapshots of occupancy and room demand percentages for the Billings market. This information will be monitored internally and shared with stakeholders/lodging /tourism partners. The goal for FY16 is to constantly see a room demand average of 3% per month.</p> <p>Billings' leisure market consists of a healthy balance of history on the genuine frontier, outdoor adventure and recreation and urban amenities. As the largest city in the region, Billings offers amenities and opportunities regional visitors expect from the destination (medical, shopping, restaurant offerings, etc.). Visit Billings is striving to be sure visitors expectations are expanded so that all visitors, regardless of where they come here from, see Billings as the trailhead to the many iconic attractions and experiences offered.</p>	\$7,500.00	Yes
							\$357,000.00	

Marketing Method Budget

Marketing Segment	Marketing Method	Bed tax funded budget	Non bed tax funded budget
Consumer	Joint Ventures	\$30,000.00	\$0.00
Consumer	Print Advertising	\$35,000.00	\$342,500.00
Consumer	Online/Digital Advertising	\$60,000.00	\$342,000.00
Consumer	Ad Agency Services	\$43,000.00	\$25,000.00
Consumer	Search Engine Marketing	\$0.00	\$12,000.00
Consumer	Photo/Video Library	\$6,000.00	\$5,000.00
		\$174,000.00	\$726,500.00
Film	Press Promotions/Media Outreach	\$1,000.00	\$500.00
		\$1,000.00	\$500.00
Group Marketing	Print Advertising	\$30,000.00	\$50,000.00
Group Marketing	Fam Trips	\$2,000.00	\$7,500.00
Group Marketing	Travel/Trade Shows	\$0.00	\$162,500.00
		\$32,000.00	\$220,000.00
Marketing Support	Opportunity Marketing	\$10,000.00	\$190,000.00
Marketing Support	Fulfillment/Telemarketing	\$23,600.00	\$5,000.00
Marketing Support	Printed Material	\$6,000.00	\$125,200.00
Marketing Support	Research	\$9,750.00	\$10,500.00
Marketing Support	Administration	\$71,400.00	\$400,000.00
Marketing Support	Website/Internet Development/Updates	\$0.00	\$40,900.00
Marketing Support	TAC/Governor's Conference meetings	\$3,250.00	\$8,550.00
Marketing Support	Professional Development	\$2,000.00	\$10,000.00
Marketing Support	VIC Funding/Staffing/Signage	\$0.00	\$6,925.00
		\$126,000.00	\$797,075.00
Publicity	Fam Trips	\$7,500.00	\$7,500.00
Publicity	Social Media	\$16,500.00	\$10,500.00
		\$24,000.00	\$18,000.00
		\$357,000.00	\$1,762,075.00

Miscellaneous Attachments

Reg/CVB Required Documents

File Name	Description	File Size
State Documents FY16.pdf (783 KB)	Required Documents - Fy16	783 KB