

# **BOZEMAN**

## **MONTANA**

**Bozeman Convention and Visitors Bureau**

**2013-2014**

**Marketing Plan**

# Bozeman Convention and Visitors Bureau

## FY14 Marketing Plan

*Bozeman, Montana, is an eclectic mix of ranchers, artists, professors, ski enthusiasts and entrepreneurs, drawn here by world-class recreation, rich culture, an easy pace of life, and the energy of a university town. It's where blue jeans meet blazers, down home meets downtown and Gore-Tex meets gourmet. And with Yellowstone National Park just a stone's throw away, and a number of blue-ribbon trout fishing streams in even closer proximity, you'll find endless opportunities to carve out your own outdoor adventure.*

### **PURPOSE**

The goal of the Bozeman Convention and Visitors Bureau is to position Bozeman as the epicenter of adventure, with year round recreation, rich history and a dynamic culture. By showcasing these unique attributes, we seek to draw residents and non-residents to the area, enhancing the economic vitality of the community.

Through collaborative partnerships, effective branding and aggressive advertising, our marketing will build awareness of the Bozeman area and increase visitation.

### **IDENTITY (Community and Montana Brand alignment)**

#### **Spectacular, Unspoiled Nature**

Located between two entrances to Yellowstone National Park, three world-class ski resorts, blue ribbon fishing and surrounded by majestic mountain ranges, few areas offer such a variety of year round recreation. Be it scenic drives, hiking a tall peak or snowmobiling through the backcountry, Bozeman offers countless opportunities to experience spectacular, unspoiled nature.

#### **Breathtaking experiences by day, relaxing hospitality at night**

Only in Bozeman can you get the experience of wide-open spaces, coupled with quality shopping, dining and an artistic culture, creating an urban feel amidst a mountain mecca.

#### **Vibrant small towns that serve as gateways**

Of all towns surrounding Yellowstone National Park, Bozeman offers visitors the easiest access to the area, a variety of dining and lodging options, cultural events and the energy of a thriving college town.

### **Strengths:**

- Close proximity to Yellowstone National Park. In 2012, 3,447,727 visitors passed through the gates of Yellowstone, and of those staying at least one night in Bozeman, 27% say YNP was the main purpose of the trip. (ITRR, 2012, Non-resident Visitor Profile).
- World Class Recreation. Three nationally recognized ski areas, blue ribbon fly-fishing waters, dozens of nearby trails and 360 degrees of spectacular views make Bozeman a grand escape.
- A growing, vibrant downtown, home to dozens of restaurants, art galleries and retail establishments.
- Air Service: Bozeman Yellowstone International Airport leads the state in deboardings during the busy seasons, and now has 12 cities we connect to with non-stop flights and a customs station for international charter flights.
- Montana State University: A leading university in engineering, architecture, business and film, MSU brings a rich culture to Bozeman, resulting in a sophisticated university town with a vibrant energy.
- Bozeman offers year round cultural opportunities. The Museum of the Rockies, registered historic sites, numerous festivals, concerts, live theater and rodeos are all key factors to visitors who choose Bozeman as a destination.

### **Challenges/Opportunities:**

- Seasonality of leisure tourism results in lower shoulder season visitors.
- Significant weather events such as a light snow winter, or heavy fire seasons, can cause sudden large reductions in leisure tourism.
- International and national economic climate.
- Sequestration of Yellowstone National Park. Budget cuts could affect the length of time the park stays open. These cuts are not just for this fiscal year, but ongoing which will have a long-term effect.

### **LEISURE TRAVEL GOALS**

- Bozeman is unique in that it's the only major city in Montana where you can find such varied outdoor recreation, rich culture and ease of access to Yellowstone National Park. Our goal is to position Bozeman as the epicenter of adventure through a multi-media, holistic and integrated advertising and social media campaign.
- Subsets of this goal are to:
  - Raise awareness of the ease of direct flight access via Bozeman Yellowstone International Airport, Montana's busiest.
  - Align media placement with state advertising, with similar geo- and behavioral-targeting, as well as digital and print publications.
  - Collaborate with Bridger Bowl, Big Sky Resort and Moonlight Basin to present Bozeman as a world-class ski town to national, regional and international audiences.

## **SUPPORT FOR STATE 5-YEAR STRATEGIC PLAN**

- Bozeman CVB's FY14 Marketing Plan supports the Montana Tourism and Recreation Strategic Plan 2013 – 2017.

## **FY14 MEASUREABLE OBJECTIVES-Success Metrics**

- Increase air traffic to Bozeman Yellowstone International Airport by 20,000 passengers.
- Continue increasing accommodation tax dollars at a rate of 2% over FY13 collections.
- Increase inquiries that are directly attributable to the CVB's Consumer Advertising Campaign by 5% over the number of inquiries generated and tracked by FY13 consumer campaigns.
- Increase CVB website visits by 10% over FY13.
- Increase Facebook followers by 15% over FY13. Encourage 10% of followers to engage interactively through consistent posting of events, photos and attractions.

## **TARGET GEOGRAPHIC AND DEMOGRAPHIC MARKETS**

### **Key Geographic Markets**

- According to the 2012 study by ITRR, the top five states from which visitors come to Bozeman are California (9%), Minnesota (8%), Washington (8%), Wyoming (7%) and North Dakota (6%). By geo-targeting, through digital and regional print advertising, we can further capitalize on our existing traveler base. We will also look at the top states from which people are visiting our website, (aside from Montana, which the vast majority of visits come from) California, Washington, Colorado, Oregon and Texas.
- Geo-targeting will include key markets that align with the state advertising, which currently include Chicago, Seattle, Salt Lake, Minneapolis and Portland.
- Canadian markets, such as Calgary, Lethbridge, Winnipeg and Regina, are located close to the Montana border and have a high propensity of travelers to our area.
- Regional drive markets from surrounding cities such as Bismarck, Rapid City, Idaho Falls and Spokane.
- Markets that support direct flights to Bozeman Yellowstone International airport which may include Oakland/San Francisco, New York, Atlanta, Denver, Salt Lake, Chicago, Minneapolis, Seattle, Atlanta, Las Vegas, Mesa and Portland.

## **Target Demographics**

Travelers to the Bozeman area (ITRR 2012 Non-Resident Visitor Study)

- Average age 54
- Group size, 46% couples, 22% individuals, 21% immediate family
- Average group size 2.2
- Top three income levels, \$75-100K (24%), \$100-\$150K (23%), \$50-75K (22%)

## **Meetings Target Demographics**

- Size: Meetings of 500 people or less, with the exception of June 1 –August 10.
- Conference business to Bozeman focuses on the following industries: environmental, conservation, agriculture, education, financial services/banking, government, healthcare, insurance, nonprofit, professional associations, trade associations, spiritual and technology.

## **Film Production Target Demographics**

- Independent film companies. In addition production companies seeking to film but not limited to commercials, television, music videos and documentaries, as well as companies producing print advertising, collateral material and still photographers.

## **Sport Tournaments and Events Target Demographics**

- “Geotouristic” types of tournaments such as skiing, mountain biking, running, and fly fishing.
- Traditional sport tournaments that occur on a statewide and regional basis.
- Family based athletic tournaments that may benefit from the proximity

## MARKETING TOOLS TO BE USED

The Bozeman Convention and Visitors Bureau will use the following methods to expand our branding message and drive direct inquiries.

- **Consumer Advertising:** Our consumer advertising campaign will consist of digital ads, geographically and behaviorally targeted in travel, entertainment and news portals; print advertising in national magazines such as *National Geographic Traveler*; and Facebook and Google Key Word campaigns.
- **Website Development and Promotion:** A new website will be launched in FY14 with increased functionality, allowing for a better user experience, an updated look and feel to support the Bozeman brand and improved tracking abilities. We will also implement an ongoing SEO program in conjunction with the new website.
- **Social Media Interaction:** Increase Facebook posts, add photo and video content, and a potential YouTube channel.
- **Video and Photography:** Creation of a video and photo library for use on the website, digital publications, social media channels and advertising opportunities. This includes a partnership with area economic development partners to create video and photographic content showcasing area activities, recreation and culture. Video content will run on the digital advertising screens located in the baggage claim of the lobby of the Bozeman Airport.
- **Telemarketing and Fulfillment:** Continue to offer fulfillment of direct and website inquiries through The Community Guide and live chat.
- **Marketing of incoming flights in outbound areas:** Collaborate with Bozeman Yellowstone International Airport and other public and private entities to market incoming flights.
- **Participate in Media Tours:** Host visiting media to tour the area and immerse them in the culture and activities.
- **Continue the distribution of the Historic Walking Tour Brochures/Maps:** Distribution of these brochures is through the Visitor Information Center, the Chamber of Commerce, the Downtown Business Association, the Gallatin Pioneer Museum and targeted rack placement with local hospitality providers. It is also available as a PDF on the Bozeman CVB website.

**ANNUAL BUDGET OVERVIEW**

**BOZEMAN CONVENTION AND VISITORS BUREAU**

**FISCAL YEAR 14**

**FY 14 Projected Revenue** **\$160,000.00**

<b><u>PROJECT DESCRIPTION/CATEGORY</u></b>	<b><u>PROJECT BUDGET</u></b>	<b><u>TOTAL</u></b>
<b>MARKETING SUPPORT</b>		<b>\$40,500.00</b>
Administration (up to 20%)	\$ 32,000.00	
Opportunity (up to 10%)	\$ 2,000.00	
Governor's Conference	\$ 500.00	
TAC Meetings	\$ 1,500.00	
Marketing Plan Development	\$ 4,500.00	
<b>JOINT VENTURES</b>		<b>\$ 2,000.00</b>
MTOT Co-ops TBD		
Region/CVB Co-ops TBD		
<b>CONSUMER ADVERTISING</b>		<b>\$86,000.00</b>
Multi-media Campaigns		
Airline Marketing		
Keyword campaign (FB & Google ad words)		
Branding/Strategy		
Airport Marketing		
<b>PUBLICATIONS</b>		<b>\$ 500.00</b>
Historic Walking Tour		
<b>WEB DEVELOPMENT &amp; MAINTENANCE</b>		<b>\$ 7,000.00</b>
SEO		
Site maintenance		
Technology upgrades		

<b>SOCIAL MEDIA</b>	<b>\$ 6,500.00</b>
Blogs	
E-newsletters	
Individual & Group Press Trips	
Social Media management	
<b>PUBLICITY AND PR</b>	<b>\$ 1,000.00</b>
FAM Tours	
<b>TELEMARKETING/FULFILLMENT</b>	<b>\$16,500.00</b>
Toll-Free	
Postage	
Shipping/Freight	
Contractor Fulfillment	
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<b>TOTAL BUDGET FY 14</b>	<b>\$160,000.00</b>

If revenue were to decrease by 10%, we would decrease the social media budget by \$3,000 and the Consumer Advertising budget by \$13,000, which would mainly be from print publications, leaving the majority of the budget for online advertising intact.



### **FY13 Campaign Effectiveness**

Our winter campaign consisted of a mix of digital and print publications with a focus on travel portals and the vertical market of winter recreation. Results indicate the digital publications and travel portals such as Sojern, iExplore and OutsideMagazine.com performed the best. Based on these results, our warm weather campaign focused primarily on these publications, along with one print ad in the western region of National Geographic Traveler.

### **Refer to the portions of your marketing plan, which support this project.**

- Continue increasing accommodation tax dollars at a rate of 2% over FY13 collections.
- Increase inquiries that are directly attributable to the CVB's Consumer Advertising Campaign by 5% over the number of inquiries generated and tracked by FY13 consumer campaigns.
- Increase CVB website visits by 10% over FY13
- All portions of our fully-integrated campaign will be focused on supporting this project.

### **How does this project support the Strategic Plan?**

Bozeman CVB's FY14 Marketing Plan supports the Montana Tourism and Recreation Strategic Plan 2013 – 2017.

SPECS: To be submitted with project application if applicable

PRINTED MATERIALS: To be submitted with project application if applicable

DISTRIBUTION PLAN (Area & Method): TBD

AREA –METHOD –TBD

Detail pages attached Yes No

## Potential Media Outlets

AdTaxi  
AdTegrity  
allaspenn.com  
allglacier.com  
allredlodge.com  
Alltrips.com  
aroundyellowstone.com  
Audubon  
Audubon.com  
Away Network  
Backpacker  
bigskymontanenet.com  
Big Sky Journal  
Bright Roll  
Budget Travel  
BudgetTravel.com  
BismarkTribune.com  
CalaryHerald.com  
DenverPost.com  
DickensonPress.com  
Discovery Digital  
Delta Sky  
Facebook  
Flickr  
Food Network  
Freeskier/snowboard  
Frommer's  
GetLostMT.com  
Google.com  
Gordonsguide.com  
Gorp.com  
Goski.com  
HighPlainsReader.com  
History.com  
iExplore.com  
jacksonholenent.com  
jacksonholewy.com  
jacksonhole-skiing.com  
LethbridgeHerald.com  
Madden Media  
MinneapolisStarTribune.com  
National Geographic  
NationalGeographic.com  
National Geographic Traveler  
National Parks Traveler  
National Public Radio  
New Yorker  
NewWest.net  
Northwest WorldTraveler  
onthesnow.com  
Outside  
OutsideMagazine.com  
Outside: Go  
Powder Magazine  
PowderMagazine.com  
Pandora.com  
Preservation  
RapidCityJournal.com  
ReginaLeader.com  
rsn.com  
salon.com  
SaltLakeTribune.com  
SeattlePost.com  
SkiMagazine.com  
skinet.com Video pre-roll  
ski/skiing.com  
Smithsonian  
Smithsonian.com  
Snowboarder Magazine  
SnowboarderMagazine.com  
SnoWorld  
Sojern  
Teton Gravity Research  
Travel and Leisure  
travelandleisure.com  
Travel Channel  
tripadvisor.com  
Video Egg  
wildernet.com  
westyellowstonenet.com  
WinnipegFreePress.com  
Yahoo.com  
Yahoo Network  
Yellowstonewinterguide.com  
YesMail.com  
Yelp.com  
yellowstonepark.com  
Radio stations – national, regional and  
instate  
In- state Montana newspapers  
Out-of-home advertising  
Transit exteriors and interiors  
Billboards  
Buildings/windows

**Bozeman CVB PROJECT BUDGET  
FY14 Consumer Advertising**

	State Tourism Funds	Other Funds	Total
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<b>Project Total</b>	\$86,000.00		\$86,000.00
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<b>TOTAL</b>	\$86,000.00		\$86,000.00
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<b>OTHER:</b>			
		+ \$0	=
		+ \$0	=
		+ \$0	=
		+ \$0	=
		+ \$0	=
	\$0	+ \$0	=

<b>TOTAL</b>			\$
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<b>REGION/CVB</b>	<b>PROJECT</b>	\$86,000.00	+ \$0	\$86,000.00
<b>TOTAL</b>				

Requested Approval

Final

Preliminary

## PUBLICATIONS

ORGANIZATION NAME            **BOZEMAN CVB**  
PROJECT NAME                    **FY14 Publications**  
APPLICATION COMPLETED BY **Daryl Schliem**

### PROJECT NARRATIVE

#### **Bozeman Historic Walking Tour Brochures**

Created to showcase the historic downtown, this brochure outlines a brief history of Bozeman along with a map and description of the architecture whose influence comes from around the world. Walking Tour brochures provide a resource for visitors to explore Bozeman's rich history and architecture. Brochures are distributed at the Chamber of Commerce, Downtown Business Association, Gallatin Pioneer Museum, the Airport and targeted rack placement with local hospitality providers. This piece cultivates a partnership between the Downtown Business Improvement District, Bozeman Historic Preservation Advisory Board, Pioneer Museum and the Bozeman Convention and Visitors Bureau.

Final product will be 500, 8 ½ x 11" tri-fold brochures.

### OBJECTIVES

- Increase year-round visitation to Bozeman by 2% as measured by FY12 bed tax collections.
- All portions of our fully-integrated campaign will be focused on supporting this project.

#### **How does this project support the Strategic Plan?**

Bozeman CVB's FY14 Marketing Plan supports the Montana Tourism and Recreation Strategic Plan 2013 – 2017.

**Detail pages attached**   Yes   No

**Bozeman CVB PROJECT BUDGET**

**FY14 Publications**

	State Tourism Funds	Other Funds	Total
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Publication	\$	500.00		\$	500.00
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<b>TOTAL</b>	<b>\$</b>	<b>500.00</b>		<b>\$</b>	<b>500.00</b>
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OTHER:

+ \$0	=
+ \$0	=
+ \$0	=
+ \$0	=
+ \$0	=
+ \$0	=

\$0

<b>TOTAL</b>				<b>\$</b>	
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REGION/CVB	PROJECT	\$ 500.00	+ \$0	\$500.00
<b>TOTAL</b>				

**Requested Approval**

Final

Preliminary

## **WEBSITE DEVELOPMENT AND MAINTENANCE**

**ORGANIZATION NAME** BOZEMAN CVB  
**PROJECT NAME** FY14 Website Development and Maintenance  
**APPLICATION COMPLETED BY** Daryl Schliem

### **PROJECT NARRATIVE**

A new website will be developed and launched in FY14, (project is being funded in FY13.) Goal is to increase the functionality and improve user experience, give it an updated look and feel to support the Bozeman brand and improve our tracking abilities. This budget includes maintenance improvements and SEO management once the site is launched.

### **OBJECTIVES**

All portions of our fully-integrated campaign will be focused on supporting this project.

- Continue increasing accommodation tax dollars at a rate of 2% over FY13 collections.
- Increase CVB website visits by 10% over FY13.

***Specific quantitative and/or qualitative objectives will be included for each project application when submitted.***

### **How does this project support the Strategic Plan?**

Bozeman CVB's FY14 Marketing Plan supports the Montana Tourism and Recreation Strategic Plan 2013 – 2017.

Detail pages attached Yes No

**Bozeman CVB PROJECT BUDGET  
FY14 Website Development and Maintenance**

State Tourism Funds	Other Funds	Total
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Website Development and Maintenance	\$ 7,000.00		\$ 7,000.00
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TOTAL	\$ 7,000.00		\$ 7,000.00
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OTHER:

	+ \$0	=
	+ \$0	=
	+ \$0	=
	+ \$0	=
	+ \$0	=
\$0	+ \$0	=

TOTAL			\$
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REGION/CVB	PROJECT TOTAL	\$7,000.00	+ \$0	\$7,000.00

**Requested Approval**

**\_x\_Final**

**\_\_\_Preliminary**

## **SOCIAL MEDIA**

**ORGANIZATION NAME** BOZEMAN CVB  
**PROJECT NAME** FY14 SOCIAL MEDIA  
**APPLICATION COMPLETED BY** Daryl Schliem

## **PROJECT NARRATIVE**

In FY14 we are implementing an increased focus on social media and publicity through timely Facebook posts, Facebook and Google key word campaigns, added photos and videos and potentially a YouTube Channel. In addition we will participate in press tours as the opportunities arise.

## **OBJECTIVES**

**Refer to the portions of your marketing plan, which support this project.**

- Increase inquiries that are directly attributable to the CVB's Consumer Advertising Campaign by 5% over the number of inquiries generated and tracked by FY13 consumer campaigns.
- Increase Facebook followers by 15% over FY13. Encourage 10% of followers to engage interactively through consistent posting of events, photos and attractions.
- All portions of our fully-integrated campaign will be focused on supporting this project.

## **How does this project support the Strategic Plan?**

Bozeman CVB's FY14 Marketing Plan supports the Montana Tourism and Recreation Strategic Plan 2013 – 2017.

- **Detail pages attached** Yes No

**Bozeman CVB PROJECT BUDGET**

**FY 14 Social Media**

State Tourism Funds	Other Funds	Total
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Project Total	\$ 6,500.00	\$ 6,500.00
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TOTAL	\$ 6,500.00	\$ 6,500.00
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OTHER:

	+ \$0	=
	+ \$0	=
	+ \$0	=
	+ \$0	=
	+ \$0	=
\$0	+ \$0	=

TOTAL		\$
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REGION/CVB	PROJECT	\$ 6,500.00	+ \$0	\$ 6,500.00
TOTAL				

**Requested Approval**

Final

Preliminary

**PUBLICITY AND PR**

**ORGANIZATION NAME** BOZEMAN CVB  
**PROJECT NAME** FY14 Publicity and PR  
**APPLICATION COMPLETED BY** Daryl Schliem

**PROJECT NARRATIVE**

To participate in FAM tours with journalists and tour guides as the opportunity arises.

**OBJECTIVES**

- Continue increasing accommodation tax dollars at a rate of 2% over FY13 collections.
- All portions of our fully-integrated campaign will be focused on supporting this project.

**How does this project support the Strategic Plan?**

Bozeman CVB's FY14 Marketing Plan supports the Montana Tourism and Recreation Strategic Plan 2013 – 2017.

- Detail pages attached Yes No

**Bozeman CVB PROJECT BUDGET**

**FY14 Publicity and PR**

State Tourism Funds	Other Funds	Total
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Project Total	\$ 1,000.00	\$1,000.00
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TOTAL	\$ 1,000.00	\$1,000.00
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OTHER:

+ \$0	=
+ \$0	=
+ \$0	=
+ \$0	=
+ \$0	=
+ \$0	=

\$0

TOTAL		\$
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REGION/CVB	PROJECT	\$1,000.00	+ \$0	\$1,000.00
TOTAL				

**Requested Approval**

Final

Preliminary

## **TELEMARKETING AND FULFILLMENT**

**ORGANIZATION NAME** BOZEMAN CVB  
**PROJECT NAME** FY14 Telemarketing and Fulfillment  
**APPLICATION COMPLETED BY** Daryl Schliem

### **PROJECT NARRATIVE**

Currently, our call center handles fulfillment requests through our City Guide, live chat, and direct phone calls. We plan to continue this model, which allows us to provide timely responses to direct inquiries about our area.

### **OBJECTIVES**

**Refer to the portions of your marketing plan, which support this project.**

All portions of our fully-integrated campaign will be focused on supporting this project.

### **How does this project support the Strategic Plan?**

Bozeman CVB's FY14 Marketing Plan supports the Montana Tourism and Recreation Strategic Plan 2013 – 2017.

- **Detail pages attached** Yes No

**Bozeman CVB PROJECT BUDGET**

**FY14 Telemarketing and Fulfillment**

State Tourism Funds	Other Funds	Total
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Services:

Fulfillment, Call Center  
Contractor

\$ 14,400.00

\$14,400.00

<b>TOTAL</b>	<b>\$ 14,400.00</b>	<b>\$14,400.00</b>
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OTHER:

800 Number

+ \$ 500

\$ 500

Postage/FED EX/UPS

+ \$1,600

\$1,600

+ \$0

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+ \$0

=

+ \$0

=

\$0

+ \$0

=

<b>TOTAL</b>	<b>\$2,100</b>	<b>\$2,100</b>
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<b>REGION/CVB</b>	<b>PROJECT</b>	<b>\$16,500.00</b>	<b>+ \$0</b>	<b>\$16,500.00</b>
<b>TOTAL</b>				