



Application

27194 - FY16 Region/CVB Marketing Plan - Final Application

29396 - FY16 Bozeman CVB Marketing Plan

DOC Office of Tourism

Status: Under Review

Original Submitted Date: 05/08/2015 1:58 PM

Last Submitted Date: 05/20/2015 9:16 AM

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Organization Information

Name:* Bozeman Area Chamber of Commerce

Organization Type: Non-Profit Organization

Organization Website: www.bozemanchamber.com

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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?

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.

Bozeman, MT, is the epicenter of adventure, with year round recreation, rich history and a dynamic culture. Our proximity to the state's only land-grant university, blue-ribbon fly-fishing, spectacular alpine and nordic skiing and the world's first national park attract our visitors to experience the outdoor lifestyle while getting the benefit of a rich culture comprised of interesting dining, theatre, festivals, art galleries and world class museums, including Museum of the Rockies, which houses one of the world's largest and most famous dinosaur collections.

Strengths:

- Close proximity to Yellowstone National Park. In 2014, 77% of the people who visited Bozeman said YNP was an attraction to Montana, 28% said it was the primary attraction. (ITRR, 2014, 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 and now has 14 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.

Opportunities:

- Increased airlift across the board.
- 100 year anniversary of National Park Service. Collaborate with gateway towns for events and activities centered around Yellowstone National Park.
- Increase in older demographic which give us the opportunity to promote shoulder season activities to empty nesters.

Challenges:

- Perception that it's difficult to get to Bozeman.
- 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.

The Bozeman story aligns with the Montana Brand Pillars in the following ways:

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

Bozeman is comprised of wide-open spaces, 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.

Optional: Include attachments here

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

Inspiration

Our social media campaigns will be aimed at telling the unique stories and opportunities of the Bozeman area encouraging an ongoing dialogue with our constituents to highlight what truly is "Only in Bozeman."

Our digital and print campaign "Only in Bozeman" is designed to position ourselves as a unique destination because of the close proximity to our rich assets. The creative consists of video, print and online publications and centers around the various activities that can be done within the course of one day.

Orientation

"Only in Bozeman" will be geotargeted in direct flight and regional drive markets and will direct people to the website which has a comprehensive base of attractions, activities, lodging, transportation and information on visiting Yellowstone National Park.

Facilitation

Our focus is to increase engagement and drive more visitation to the website. In addition to the digital marketing campaign, we are placing focus on social media content focusing on the unique experiences in and around Bozeman.

Optional: Include attachments here.

3. Who is your market?

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

Geographic

- Direct flight metro markets, mainly California, New York, Washington, Texas and Illinois.
- Regional drive markets such as North and South Dakota, Canada, Idaho, Utah, Wyoming and Colorado.

Demographic

- Average group size is 2 travelers: 35% 55-64 years, 28% 45-54 years, 26% 65-74 years. Average HH income \$100-\$150K (ITRR 2014 non-resident visitor profile.)

Psychographic

Outdoor enthusiasts as well as visitors who have an interest in culture and history.

Affluent, empty-nesters interested in shoulder season travel.

Top activities while visiting Bozeman include:

- 65% Scenic Driving
- 50% Day Hiking
- 48% Nature Photography
- 43% Wildlife watching
- 32% Recreational Shopping
- 28% Visiting other historical sites
- 27% Visiting museums
- 24% Car/RV camping
- 15% Fishing/Fly fishing
- 15% Visiting Lewis and Clark sites

Other activities include visiting festivals and farmers markets, viewing art exhibits, biking, birding, skiing, backpacking and other outdoor recreation. (ITRR 2014 Non-resident travel report.)

Meetings

- Meetings of 500 people or less, with a focus on the following industries: environmental, conservation, agriculture, education, professional associations, trade associations and technology.

Film

- Independent film companies and production companies seeking to film commercials, television, music videos and documentaries.

Sports Tournaments and Events

- Continue to build momentum around nationally recognized runs such as the Bozeman Marathon and Run to the Pub.
- Traditional sports tournaments on a statewide and regional basis.
- Family based athletic events such as soccer tournaments.

b. What are your emerging markets?

Texas and New York have shown incredible growth in the past year with their new flights from Houston and LaGuardia. In addition to the airlines continuing service without seat guarantees, we have also seen our deboardings and website visitation increase from these areas. We are still pursuing a Dallas flight and will continue to target marketing in these areas.

Canada continues to be a strong drive market and talks continue about direct flights from Calgary in the future.

The Asian market is continuously growing with hotels seeing a huge increase in shoulder season tour groups.

c. What research supports your target marketing?

Our geographic targets are supported by the number of inbound passengers, as well as flights that have continued their service without airline guarantees.

These geographic locations are also consistent with our website visitation.

Skier visits to Bridger Bowl are consistent with both our drive and fly markets, and anecdotally, they are seeing a more affluent clientele which is consistent with ITRR research regarding the average age and income of the typical traveler to Bozeman.

2014 Skier Visits by location:

MN 28.68%

SK 17.36%

ND 13.07%

MB 6.66%

MT 5.43%

WI 2.87%

AB 2.59%

NY 2.36%

CA 1.80%

WA 1.80%

FL 1.70%

WY 1.33%

SD 1.24%

MI 1.11%

Optional: Include attachment here.

4. Overall Goals

To position Bozeman as the epicenter of adventure through a multi-media, holistic and integrated advertising and social media campaign. Generate dialogue between visitors to encourage sharing of experiences in Bozeman.

Subsets of this goal are to:

- Collaborate with private and public partners to increase awareness of the ease of direct flight access via Bozeman Yellowstone International Airport, Montana's busiest airport.
- Increase winter and shoulder season visitation.

Optional: Include attachments here.

5. Joint Venture Opportunities

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

Our main objective is to create worthwhile campaigns to promote Bozeman as a premier tourism destination. We are looking to participate in co-ops that generate high return on investment and drive quality traffic to the BozemanCVB.com website.

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

We are working with area CVBs and private entities to promote direct flights into Bozeman. Our budget is allocated to promoting the flights, as requested by the airlines.

Continue to partner with Bridger Bowl to promote ski and stay packages which has been a top revenue generator for reservations from Bridger.

Collaborate with gateway towns to Yellowstone National Park to drive visitation for the 100th anniversary events in 2016.

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

We've participated in numerous co-ops with MTOT in the past. The most successful co-op campaign was the Madden Media SEM co-op for the 2014 year. With this, we saw a lift in traffic to the as well as user engagement on the Bozeman CVB website.

Optional: Include attachments here.

Include pie chart here.

Bozeman CVB FY 15 Budget Charts.docx

Marketing Segment, Strategy & Budget

Marketing Segment	Marketing Method	Does research support this method?	Describe your method.	Supporting research/statistics	Provide a brief rationale.	Plan to measure success?	Marketing Method Evaluation	Estimated budget for each method.	Non bed tax funds?	Add'l Attchmnts
Consumer	Print Advertising	Yes	Targeted print advertising in ski, fishing and lifestyle publications such as Big Sky Journal, Powder Magazine and Warren Miller's	Big Sky Journal offers a quality audience from across the country. The average income is \$172,000, and readers are primarily outdoor enthusiasts who enjoy the arts and Western lifestyle. The publication is in the Salt Lake,	Our use of print advertising is primarily for brand awareness and to familiarize people with the close proximity of world-class recreation in Bozeman. The	We tag our URL specifically to the publication, though we often don't see a lot of direct traffic from the URL's and place these media buys intentionally to		\$15,000.00	No	

			Snowworld.	Denver, Seattle and Los Angeles airports, hotel rooms in surrounding resort areas, and Delta Sky Clubs across the country. Powder and Snowworld have a very loyal and longwithstanding following which caters to both the older more affluent skier families as well as younger outdoor enthusiasts.	publications used are very specific to our audience both geographically and psychographically.	promote the brand.			
Consumer	Webpage Marketing/SEO/SEM	Yes	We will be conducting an SEO audit of the new website identifying areas to focus our social media and content. Once complete, this will provide us a road map for ongoing SEO management and will allow us to continuously optimize our web presence.	SEO, is as important as ever, "Your business definitely need to have an SEO strategy in place if you are interested in succeeding in terms of online marketing; it remains one of the single most important components of any organization's branding efforts and online presence." Steve Olenski, Forbes. http://www.forbes.com/sites/steveolenski/2014/03/26/7-reasons-why-your-business-should-invest-in-seo .	With the ever growing need for fresh relevant content, SEO ensures that content is found. It is an essential component of ensuring our story gets in front of the right people, based on terms they are actually searching for.	Our success will be measured by year over year growth in our organic and paid search traffic.	\$30,000.00	No	
Consumer	Social Media	Yes	Social Media engagement is a priority in FY16, increasing our channels, activity and engagement to encourage a back and forth dialogue.	FY15 was the first year we focused on social media of any kind, growing our fan base by 15,970 followers. We have recently added Twitter and will be expanding our footprint and number of channels as a focus of FY16.	In an age where content is king, social media gives us the ability to expand on our brand personality and engage with our visitors on a more personal level.	Our success will be measured on trackable statistics such as increased engagement, likes and followers as well as the frequency and uniqueness of getting our visitors to engage in social media conversations.	\$10,000.00	No	
Consumer	Online/Digital Advertising	Yes	Using data provided in the Economic Review of the Travel Industry in Montana, paired with traveler data from Bozeman Yellowstone International Airport and traveler information to the Bozeman and surrounding areas, we are able to geographically target users who are most likely to travel to this area. We are then able to target our messaging to a variety of interest and age demographics. Our creative assets include online video and pre-roll advertisements, advertorial and content features and social media.	Using on-page analytics to track user flow and behavior, we were able to compare campaign performance from the base year (October 1, 2013 – March 31, 2014) to the current year (October 1, 2014 – March 31, 2014) Our year-over-year results were: <ul style="list-style-type: none">• Total sessions increased by 89%• Average time on site increased by 11 seconds• Increased pages per session from 1.65 to 2.07 This tells us two things: <ol style="list-style-type: none">1. There are a greater number of people overall finding our content and our website based on the advertisements we're placing.2. We are targeting the right type of people. The engagement metrics (average time on site and average pages per session) tell us that people are engaging at a higher rate with our content. In other words, they are taking the time to look through several pages and	By taking an agile approach to digital media purchasing and planning, monitoring response to digital media campaigns in an ongoing way allows us to maximize our advertising dollars and optimize throughout the campaign. We evaluate all digital media efforts against the original key performance indicators (KPIs) and determine which methods are performing well. This allows us to pivot and allocate more resources toward the channels that are yielding the best results and eliminate those that are underperforming.	Using a combination of tools such as GoogleAnalytics and vendor specific reporting, we're able to assess channel by channel the impact our campaigns have. We then measure the success of our campaigns against our original goals.	\$85,073.00	No	

				spending longer with each page.						
Marketing Support	Opportunity Marketing	No	We are allocating \$5000 for unknown opportunities that may arise during FY16. These projects must fall in line with our overall strategy, geographic and demographic targets and may include, but are not limited to, traditional advertising such as print, broadcast, digital or out of home.					\$5,000.00	No	
Marketing Support	TAC/Governor's Conference meetings	No	Money allocated for hotel, food and mileage while attending TAC meetings and the 2016 Governor's Conference.					\$2,000.00	No	
Marketing Support	Marketing Plan Development	No	Budget allocation for assistance from contracted marketing agency to develop the FY17 marketing plan.	Past marketing plans submitted with assistance from Marketing Agency have been passed as submitted by the Tourism Advisory Council.	Our marketing and advertising is contracted to an agency, therefore working in conjunction with the agency on our marketing plan allows us to continuously monitor our current marketing efforts and develop future plans based on prior results. This also allows us to stay abreast of new marketing trends and creative options.	Implementing the marketing planned as outlined.		\$4,500.00	No	
Marketing Support	Joint Ventures	No	Budget allocation for potential partnerships not yet identified. Projects could be in conjunction with other regions and CVB's as well as private partnerships that may arise. All projects must meet our overall marketing goals as well as our geographic and demographic targets.					\$10,000.00	No	
Marketing Support	Administration	No	Our administration budget includes wages, office use, equipment purchases and overall costs of doing business.					\$40,000.00	No	
Publicity	Fam Trips	No	Our FAM trips are curated to give journalists and tour guides the experience of recreation and culture in the Bozeman area. These efforts are often in cooperation with other regions and	Past trips have been successful in partnering with the state and regions to give tour operators, journalists and film makers the experience of visiting Bozeman.	Interest in our area is continuous with new interest from various groups, publications and production companies. We need to not only seek out opportunities, but be ready to turn on a dime when	Evaluating earned media, additional tour groups and film or commercial production.		\$1,500.00	No	

