



Application

55917 - FY18 Region/CVB Marketing Plan - Final Application

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56599 - FY18 Big Sky CVB Marketing Plan  
DOC Office of Tourism

Status: Under Review

Original Submitted Date: 05/08/2017 5:01 PM

Last Submitted Date: 05/19/2017 9:17 AM

Applicant Information

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Organization Information

Name:\* Big Sky Convention of Visitors Bureau

Organization Type: Non-Profit Organization

Organization Website: www.visitbigskymt.com

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## Community & Brand Support

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*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?*

Big Sky, Montana is located off of US Hwy. 191 just one hour south of the Bozeman Yellowstone International Airport (BZN) and 45 minutes north of the West entrance to Yellowstone National Park (YNP). Big Sky is a premier destination resort community boasting spectacular nature and wildlife, breathtaking experiences during both summer and winter, all the while preserving the character of our vibrant and charming small community.

Visit Big Sky (VBS) is the official destination marketing organization (DMO) that manages Resort Tax grants awarded during an annual competitive process. VBS combines these funds with state lodging taxes generated in the community and returned by the state as earmarked for Convention and Visitors Bureau promotions. These combined funding sources allow VBS to accomplish an important role for the community and execute a year-round marketing plan. This plan is created based on research data, input from community stakeholders and key business activity measurements to ensure the best return on investment of public and private funds and to fulfill our core mission - "Increase visitation to Big Sky, Montana."

Optional: Include attachments here Describe Your Destination Continued 2018.pdf

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

**Inspiration** - One of Big Sky's strategies is to develop a community identity by continuing to raise awareness and perception of our destination. Our marketing efforts use high-impact and trusted media channels to build brand awareness and brand perception. During the last four winter campaigns, Visit Big Sky used Out-Of-Home (OOH) advertisements to extend reach and target broad audiences early during the trip planning process. This medium complemented our print strategy and goal to align with content relevant environments and to tap into audience passions. Finally, we used geo-targeted online advertisements to connect with audiences during the booking cycle. Our current summer marketing campaign will incorporate a newly design creative strategy featuring the "Boundless" concept. OOH advertising will focus on the Salt Lake City (SLC) market as it has been identified as a top fly and drive market, with many summertime visitors to Yellowstone traveling through the SLC airport. Billboard advertising will be further supported by Pandora radio digital display advertising targeted to outdoor enthusiasts in SLC. VBS will continue to focus on targeted digital advertising through top media channels as well as continue our presence in print publications including *Sunset Magazine* and *Northwest Travel Magazine*.

**Orientation** - The driving force of our marketing efforts are digital advertisements in the form of online display banners, tourism sponsorship pages, retargeted banners, e-newsletters, paid search and paid social. All of these efforts drive prospective visitors to our owned media. Our digital assets serve to orient consumers and provide them with a breadth of knowledge about our destinations product. Our multiple web products are utilized strategically and serve as landing pages for measurement of effective digital efforts. Our advertising creative serves to build awareness of Big Sky and the VBS brand.

**Facilitation** - Facilitation in tourism marketing is analyzing the needs and wants of prospective travelers, presenting destination options and ideas, and conveying messages to those travelers. Our national, multi-channel marketing campaigns will continue to facilitate our consumers throughout the planning and buying process with a mix of paid, earned and owned media. VBS also contracted a blogger who has been producing 20-25 blogs per month with content/short stories relevant to Big Sky while incorporating blogging best practices to improve overall website SEO.

Optional: Include attachments here.

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

## Demographic

- Adults 22-45
- HHI: Over \$80k
- Well Educated: College student or graduate

## Geographic

### 1. Winter geographic target markets:

- Chicago, IL
- Los Angeles, CA
- New York City, NY
- Dallas, TX

### 2. Summer geographic target markets:

- State of Montana
- Denver, CO
- Salt Lake City, UT
- Los Angeles, CA
- San Francisco, CA
- New York City, NY
- Boise, ID
- Dallas, TX
- Calgary/Edmonton, Canada

The target audiences for our summer consumers are similar to the winter, however, some of our target geographies are different due to their mode of transportation. During the winter months our ideal consumer is primarily flying to our destination and during the summer months they are primarily driving, with the exception of Dallas, TX, which has a recently added direct flight to BZN. In the summer months, Salt Lake City has been identified as a target market with many visitors flying into SLC airport and driving to the West Yellowstone park entrance.

**Psychographic** – Families and educated travelers have been identified as the high potential visitors to Big Sky. They live in urban areas, are married, educated affluent millennials who likely have children. Dining out, comfortable lodging and outdoor-focused experiences are part of their ideal vacation. They enjoy learning about local history and cultural sights and have a desire to explore the Rocky Mountains and YNP.

By focusing on Big Sky's unique natural beauty, plethora of both winter and summer activities, and proximity to the nation's most visited National Park, we intend to develop the creative aspect our marketing efforts to portray a sense of comfortable isolation that attracts free-spirited adventurers as well as travelers looking to experience the natural world without sacrificing modern comforts. We will aim to create an allure for travelers willing to commit their time and resources to traveling to our distinctive location, for we are certain if they visit once they will surely return.

\*Source: DestinationAnalysts

### ***b. What are your emerging markets?***

An emerging market for Big Sky is Dallas, TX and international tourism. In January 2016, American Airlines announced a direct flight from Dallas/Fort Worth, TX (DFW) to BZN. The flight has been well received and in March 2017 announced the service would be expanded and extended.

The US Department of Commerce expects international inbound travel to increase through 2021. All major markets are expected to contribute to this growth. The international market represents great growth potential for summer and winter in Big Sky. Tour operators are shifting away to traditional destinations. Their clients are looking for exclusivity experiences, cultural local events and creative ideas. According to the Travel and Tourism International Trade Administration, depending on visa processing capabilities and economic factors, a maximum of 7.3 million Chinese could travel to the United States by 2021, resulting in an \$84 billion per year economic impact.

\*Source: [http://trade.gov/topmarkets/pdf/Travel\\_and\\_Tourism\\_Top\\_Markets\\_Report.pdf](http://trade.gov/topmarkets/pdf/Travel_and_Tourism_Top_Markets_Report.pdf)

***c. What research supports your target marketing?***

Big Sky performs a comprehensive market analysis with our professional media buying service annually. We also utilize information provided in the 2017 Montana brand research study performed by DestinationAnalysts and data collected and compiled from DestiMetrics and DestinationNEXT. We compare market research data from ITRR, past website analytics, past campaign effectiveness and visitor information to determine our current challenges and opportunities to inform future decisions.

**Optional: Include attachment here.**

***Overall Goals***

1. Develop a new website that will redefine Visit Big Sky's online identity. We will partner with a top digital marketing firm to provide a leading-edge web experience that highlights Big Sky and its surrounding communities as a vibrant and compelling destination. The site will incorporate the latest best practices in search engine optimization, social media strategy, content development, paid search marketing, and user interface.
2. Increase brand awareness and immediate visitation from national and regional markets during the summer and winter travel seasons, capitalizing on the high visitation and awareness of YNP.
3. Increase average length of stay/average spending in Big Sky from domestic visitors.
4. Inventory, develop and grow content database (photos, videos, editorial) and use to increase consumer interactions/engagement and exposure through PR outlets (social media, online, print and blogs).

**Measurable outcomes from Goals**

**Goal 1**

- Increase website visitors by 8%. Increase average time on page by 10%. Decrease bounce rate by 4%.
- Improve website rankings with dynamic SEO.

**Goal 2**

- Increase lodging tax collections during the summer months by 6% and during the winter months by 4%.
- Utilize DestiMetrics tools to measure historical, current and projected occupancy and rates.

**Goal 3**

- Increase Visitor Center visitors by 5%

**Goal 4**

- Evaluate PR placements (online and print) and their value
- Track analytics on specific pages once new content has been implemented

**Optional: Include attachments here.**

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

The Big Sky CVB will continue to focus on working with organizations, businesses and other CVBs throughout the region to combine our marketing efforts in order to increase tourism to the region at large.

We will evaluate and select the MTOBD co-ops on a method by method basis. We will consider visitation and statewide travel trends, looking at our regional drive market or Dallas as a fly market, and using a portion of our funding to take advantage of MTOBD opportunities for out-of-state exposure. Through public relations efforts, trade-shows, FAM trips and building our online presence, we also intend to reach more domestic markets our limited advertising funds cannot penetrate (i.e. Texas, Colorado, California, New York) and international markets when statewide sales opportunities are available.

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

The Big Sky CVB will consider co-op opportunities with other tourism regions, regional chambers and CVBs, and tourism organizations. Visit Big Sky currently focuses on local partnerships with lodging and recreation businesses year round. These partnerships are essential in delivering actionable marketing messages as well as increase our overall marketing spend. We will continue to work with MTBOD and other regions/CVBs to tap into the growing Dallas market, and will continue to communicate with the other CVBs to discover more opportunities to market together throughout the year. We look forward to the opportunity to participate in marketing opportunities with the MOTBD including but not limited to media, research, agency time and FAM/Media trip support.

**Optional: Include attachment here:**

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

In FY17 VBS partnered with Yellowstone Country on a winter ad joint venture. Big Sky appeared alongside other CVBs in a winter season national print ad and online campaign that promoted both Nordic and downhill skiing.

Both the Nordic and downhill skiing ads ran from October through December and included a landing page with logo, contact information and link. The landing pages linked to weflynorth.com and mtsnowday.com which resided on the YC website. This effort was a success in that it garnered over 98,000 landing page views and collected 7,256 leads which we will be able to utilize for future email marketing efforts.

The Nordic CoOp print ads included a content feature and full page ad in *Cross Country Skier* which has a national circulation of 15,000 and two page spread in *Master Skier Cross Country Skier Journal* with a national circulation of 50,000. The downhill ski CoOp included a two-page spread in *Powder Magazine* which has a national circulation of 50,000 as well as a two-page spread in *Ski Magazine* which has a national circulation of 300,000.

The joint venture with YC was a success in bringing more awareness to Big Sky and Yellowstone Country as a world-class winter destination. The partnership enabled VBS to participate in ads that appeared in highly credible national publications to our target markets.

The ad creative and landing page screenshots from this joint venture are attached below.

**Optional: Include attachments here.**

YC\_Coop\_ads.pdf

BigSkyFINAL.pdf

**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	Billboards/Out-of-Home	Yes	Visit Big Sky will use a mix of traditional print, radio, OOH, social and online advertising during FY18. We will strategically leverage	Visit Big Sky will utilize visitor data collected and reported by DestinationAnalysts to determine how to target our core audience, and ultimately determine which channels will drive the most awareness and relate strongest to our high potential visitor. Our ideal winter consumer was identified as a well-educated millennial with an interest in skiing and snowboarding currently living in an urban area. Our winter target geographies are New York, Chicago, Minneapolis, Los Angeles and Washington DC. The campaign consists of OOH, print, online digital and social media advertising. The Big Sky summer consumer is similar	The ultimate goal of Visit Big Sky is to increase visitation to Big Sky by executing advertising	Measurability for OOH advertising will be determined by cost per exposure.		\$27,000.00	Yes	Big Sky Creative Examples.pdf

			<p>the CVB funds to compliment all marketing efforts of Visit Big Sky while following all TAC rules and regulations. During FY18, Visit Big Sky will continue to execute a national and regional key market warm season campaign with a focus on educating potential visitors about our proximity to YNP and highlighting our unique summer activities and accommodations. Our winter campaign will continue to promote Big Sky as a world-class skiing destination with extraordinary terrain, short lift-lines and quality dining options.</p>	<p>to the winter consumer, but will likely be traveling with children and is interested in rounding-out their Yellowstone vacation with unique activities and quality lodging and dining options. The summer target geographies are in bordering states who have an existing familiarity with the Montana product and Dallas, TX and Salt Lake City, UT as drive markets. The campaign consists of OOH, print, online digital and social media advertising.</p>	<p>campaigns in regional and national markets in the winter in warm seasons. The campaigns will focus on educating consumers about the unique experiences they will only find in Big Sky.</p> <p>Billboard advertising utilizes mass reach to lift awareness and branding for destinations. Digital billboards provide the option to alter messaging based on time of day, seasonality and economic relevancy.</p>					
Consumer	Travel/Trade Shows	Yes	<p>Big Sky will continue to build upon their investment in international travel trade sales by attending shows during FY18. Expenses will include registration fees and travel, meal and lodging expenses. Tradeshow the Big Sky CVB will consider attending are as follows:</p> <ul style="list-style-type: none"> <li>IPW</li> <li>Go West Summit</li> </ul>	<p><b>IPW:</b> IPW is produced by the U.S Travel Association, and is the travel industry's premier international marketplace and the largest generator of travel to the U.S. - During three days of intensive, prescheduled business appointments, U.S. travel executives representing more than 1,000 supplier organizations and destinations from every region of the U.S, and representing all industry category components, meet with over 1,200 international and domestic buyers from more than 70 countries. Since IPW 2018 will take place in Denver, more buyers interested in the west will be attending; therefore we want to have a big presence at the tradeshow. We will also work with other partners across the state to help increase Montana's presence at the booth.</p> <p><b>Go West Summit:</b> Go West's successful event formula and comprehensive, well-rounded program are designed to provide destinations with every available opportunity to negotiate business contracts, establish relationships, and gain a better understanding about a variety of topics relevant to the tourism industry. Suppliers representing destinations, properties and attractions from the American West and international tour operators participate in multi-day networking sessions, familiarization trips and Adventure Day activities with the goal of showcasing the destination for future tourism business. Their effective and easy to use, custom-designed computer software ensures a successful meeting experience. By matching tour operators from around the globe with Western U.S.-based suppliers in a one-on-one, business-friendly environment, Go West Summit is an event where exciting, profitable and lasting relationships are born. "Go West combines the conveniences of a large event with the intimacy of a smaller event, and we pride ourselves on our low supplier to tour operator ratio."</p> <p>*Source: Go West Summit</p>	<p>These events serve the purpose of connecting DMOs to prospective travel wholesalers and retailers, both FIT and group that would otherwise be generated only through an exhaustive number of around-the-world trips.</p>	<p>Measurement will be tracked by cost per lead, increases in lodging tax collections and increases Resort Tax collections.</p>	\$7,375.00	No		
Consumer	Print Advertising	Yes	<p>Visit Big Sky will use a mix of traditional print, radio, OOH, social and online advertising during FY18. We will strategically leverage the CVB funds to compliment all marketing efforts of Visit Big Sky while following all TAC rules and regulations. During FY18, Visit Big Sky will continue to execute a national and regional key market warm season campaign with a focus on educating potential visitors about our proximity to YNP and highlighting our unique summer activities and accommodations. Our winter campaign will continue to promote</p>	<p>Visit Big Sky will utilize visitor data collected and reported by DestinationAnalysts to determine how to target our core audience, and ultimately determine which channels will drive the most awareness and relate strongest to our high potential visitor. Our ideal winter consumer was identified as a well-educated millennial with an interest in skiing and snowboarding currently living in an urban area. Our winter target geographies are New York, Chicago, Minneapolis, Los Angeles and Washington DC. The campaign consists of OOH, print, online digital and social media advertising. The Big Sky summer consumer is similar to the winter consumer, but will likely be traveling with children and is interested in rounding-out their Yellowstone vacation with unique activities and quality lodging and dining options. The summer target geographies are in bordering states who have an existing familiarity with the Montana product and Dallas, TX and Salt Lake City, UT as drive markets. The campaign consists of OOH, print, online digital and social media advertising.</p>	<p>The ultimate goal of Visit Big Sky is to increase visitation to Big Sky by executing advertising campaigns in regional and national markets in the winter in warm seasons. The campaigns will focus on educating consumers about the unique experiences they will only find in Big Sky.</p> <p>Print advertising increases reach with national exposure and circulation. We can target</p>	<p>Measurability for print advertising will be determined by cost per impression (CPI).</p>	\$30,000.00	Yes		

			Big Sky as a world-class skiing destination with extraordinary terrain, short lift-lines and quality dining options.		varying segments of our target audience and maintain frequency by running placements consistently in relevant editorial environments					
Consumer	Website/Internet Development/Updates	Yes	<p>Today's technologically-savvy traveler relies heavily on digital technology to dream about, plan, book, and share in travel experiences. In FY18, a portion of CVB funds will be dedicated to developing a new website for Visit Big Sky so that we will be able to connect more fluidly with travelers and provide them with a state-of-the-art digital destination resource. Main areas of improvement on the site include: an interactive mapping feature, upgraded business listings and events calendars, improved email marketing connectivity, a more seamless connection with our existing mobile app, trip planning resources, an overall improved user interface and site layout to support organic and paid SEO efforts. We will work with local photographers, videographers and bloggers to update and continually maintain the website with content that highlights Big Sky's businesses, events, natural beauty and amenities.</p>	<p>Today's modern consumer is looking to the web to research, plan and book their travel experiences. DMOs aim to reach these consumers to inspire travel and encourage an increase in spending.</p> <p>65% of leisure travelers begin researching online before they've decided where or how to travel.</p> <p>The average traveler visits 22 travel related sites during the booking process 37% of leisure travelers say the internet prompted them to book.</p> <p>*Source: <a href="http://www.destinationmarketing.org/sites/destinationmarketing.org/files/DMAI_DigitalMobi_Toolkit_final.pdf">http://www.destinationmarketing.org/sites/destinationmarketing.org/files/DMAI_DigitalMobi_Toolkit_final.pdf</a></p> <p>According to <i>The State of the American Traveler Study</i> by Destination Analysts, 34.2% of travelers said they will increase the number of leisure trips take this year, up from 31.1% last year. About 67.6% of travelers visited a destination's visitor or convention bureau's website before they decided to travel to the destination and 44.4% visited after they decided to travel to the destination.</p> <p>*Source: <a href="http://www.destinationanalysts.com/wp-content/uploads/2016/03/TheStateoftheAmericanTraveler-January2016.pdf">http://www.destinationanalysts.com/wp-content/uploads/2016/03/TheStateoftheAmericanTraveler-January2016.pdf</a></p> <p>The method of planning and booking is becoming heavily skewed toward digital. According to the 2014 Longwoods International Travel USA data, 47% of all Montana visitors planned and booked their trip online, 68% of all Montana visitors who visited a national park planned and booked online, and 69% of all YNP visitors planned and booked online.</p>	<p>An improved website will help present Big Sky as a unique and worthwhile destination. Working with a knowledgeable website development company will ensure the Visit Big Sky website is utilizing all the latest technology to keep up with the ever-changing digital landscape and consumer demands. An improved website will draw more traffic to the site, inspire travelers to plan a trip by effectively communicating the variety of winter and summer activities available, and ultimately become a resource to more easily navigate the area during their visit.</p>	<p>Measurability for a new website is determined by increases in website visitor traffic, increased time spent on the site, partner website pass through, increases in Resort Tax collections and universally accepted analytical metrics (visits, unique visits, time on site, bounce rate, pages per visit, exit rate etc.). We also measure the websites ranking performance from a search engine standpoint.</p>		\$99,525.00	Yes	
Consumer	Online/Digital Advertising		<p>Visit Big Sky will use a mix of traditional print, radio, OOH, social and online advertising during FY18. We will strategically leverage the CVB funds to compliment all marketing efforts of Visit Big Sky while following all TAC rules and regulations. During FY18, Visit Big Sky will continue to execute a national and regional key market warm season campaign with a focus on educating potential visitors about our proximity to YNP and</p>	<p>Visit Big Sky will utilize visitor data collected and reported by DestinationAnalysts to determine how to target our core audience, and ultimately determine which channels will drive the most awareness and relate strongest to our high potential visitor. Our ideal winter consumer was identified as a well-educated millennial with an interest in skiing and snowboarding currently living in an urban area. Our winter target geographies are New York, Chicago, Minneapolis, Los Angeles and Washington DC. The campaign consists of OOH, print, online digital and social media advertising. The Big Sky summer consumer is similar to the winter consumer, but will likely be traveling with children and is interested in rounding-out their Yellowstone vacation with unique activities and quality lodging and dining options. The summer target geographies are in bordering states who have an existing familiarity with the Montana product and Dallas, TX and Salt Lake City, UT as drive markets. The campaign consists of OOH, print, online digital and social media advertising.</p>	<p>The ultimate goal of Visit Big Sky is to increase visitation to Big Sky by executing advertising campaigns in regional and national markets in the winter in warm seasons. The campaigns will focus on educating consumers about the unique experiences they will only find in Big Sky.</p>	<p>Measurability is determined by increases in website visitor traffic, partner website pass through, increases in lodging tax collections, increases in Resort Tax collections and universally accepted website analytical metrics (visits, unique visits, time on site, bounce rate,</p>		\$34,500.00	Yes	

			highlighting our unique summer activities and accommodations. Our winter campaign will continue to promote Big Sky as a world-class skiing destination with extraordinary terrain, short lift-lines and quality dining options.		Online advertising provides meaningful scale, cost-efficiency, frequency and has abilities to self-optimize. It also intercepts audiences within their core digital environments where consumers are actively looking for information. We can maximize impressions while leveraging targeting platforms to drive greater effectiveness and efficiency.	pages per visit, exit rate etc.).				
Consumer	Opportunity Marketing	No	Visit Big Sky will use this method to take advantage of any marketing opportunities that arise after this submission.		There are often times where opportunities arise after our plan is submitted that we were unaware of at this time. This will help us take advantage of such opportunities. This will include any upcoming co-op opportunities that may develop during the year.	This will vary depending on the type of project.		\$3,000.00	No	
Consumer	Photo/Video Library	Yes	Visit Big Sky will add photos and video content to our library to use as selling points on our website and in advertisements. The MOTBD webDam Montana stock photo library is a great resource we will continue to utilize, but there is still a need for location and activity-specific images of Big Sky.	According to <i>The State of the American Traveler Study</i> by Destination Analysts, about 67.6% of travelers visited a destination's visitor or convention bureau's website before they decided to travel to the destination and 44.4% visited after they decided to travel to the destination. About 18.3% of those travelers used online video content to plan their trip and 6.3% used social photo sharing websites.	Visual images and video content are important influencers in consumers' decisions to travel to a destination. These visuals are the ultimate selling point for our consumers to experience the natural beauty and splendor of our area. It is important to visually communicate with potential travelers by showing - in addition to telling - the events and activities that are unique to Big Sky.	New photos and videos in our advertisements and website will attract more visitors to our destination. We will measure success by an increase in visitation and an increase in lodging tax collections.		\$8,000.00	No	
Consumer	Social Media		Visit Big Sky will utilize a social media management tool (SproutSocial) to assist in scheduling, monitoring and	VBS has found great success in sharing the unique offerings of our area on social media. This will be a continued focus in FY18 as we will continue to connect with influencers and participate in more organic social interactions with the use of this new social media platform. Below are our current social media statistics: <ul style="list-style-type: none"> <li>Visit Big Sky Facebook: 10,716 followers</li> </ul>	Increasing awareness of the Visit Big Sky brand via social channels will help extend our reach	Success will be measured using the management service's robust		\$1,200.00	No	



		<p>reporting across multiple social channels including Facebook, Instagram, Twitter and Google+. It will provide insights into social media conversations revolving around the VBS brand, allowing us to participate and increase interaction with potential and current visitors. The tool also helps to identify social influencers who we can leverage to help increase brand awareness. Tech savvy consumers utilize social channels to communicate and ask questions about destinations, events, lodging opportunities and more. A social media management tool will allow us to more closely monitor and respond to these inquiries. The extensive reporting also provides detailed insights into our social media performance including top posts, demographics, best times to post and more influential followers.</p>	<ul style="list-style-type: none"> <li>• Visit Big Sky Twitter: 2,574 followers</li> <li>• @visitbigsky Instagram: 7,126 followers</li> </ul>	<p>to potential new visitors. Allowing us to more easily connect with influencers online helps ensure we are participating in and helping control the digital conversation about our destination.</p>	<p>reporting capabilities. Key indicators such as increased likes, follows, @mentions and hashtag usage will be monitored.</p>				
Consumer	Electronic Adv - Newsletter, E-blast	<p>Visit Big Sky will incorporate a new email marketing platform (MailChimp) to assist in email database maintenance and communication with potential visitors. The platform will be designed to automatically sync into our new website to more effectively capture and categorize email leads. It also provides the ability to create and manage automated email campaigns that will allow for more consistent engagement with potential visitors based on their interests.</p> <p>Our email strategy includes, but is not limited to:</p> <ul style="list-style-type: none"> <li>• Bi-monthly emails to potential visitors with upcoming lodging deals, events and news</li> <li>• Continuing to collect emails and effectively segments</li> </ul>	<p>We are able to track the ROI of our email sends with our current subscription to Constant Contact. Our emails have an average open rate of 35% and an average click through rate of 9%.</p>	<p>Email marketing is one of the most effective ways to communicate with potential visitors. By delivering upcoming events, activities and lodging options to their email inbox, we can inspire and encourage them to plan a trip to Big Sky. An email marketing platform will allow us to more easily design and send email communications as well as provides a robust database of customer information.</p>	<p>Success will be measured by monitoring the open and click through rates of the emails, as well as email list growth.</p>		\$1,900.00	No	

			<ul style="list-style-type: none"> <li>them into an online database</li> <li>Developing a series of automated email campaigns triggered by specific website actions</li> <li>Sharing information with local businesses and organizations to help keep them informed so they can better meet visitor expectations.</li> </ul>							
Consumer	Joint Ventures		VBS aims to participate in joint venture marketing opportunities with the Office of Tourism and other CVBs when our budget allows. We look forward to the opportunity to participate in marketing opportunities with the MOTBD including but not limited to media, research, agency time and FAM/Media trip support.	Participating in joint ventures provides VBS with a great opportunity to work with other CVBs and regions to amplify our marketing messages. In FY17 VBS participated in a partnership with YC and the other CVBs in the region as an add on to their winter media placement in the Nordic Coop and Ski Coop print opportunities. This resulted in VBS' inclusion on landing pages and content features in <i>Cross Country Skier</i> , <i>Powder Magazine</i> and <i>Ski Magazine</i> .	Working in partnership with Yellowstone Country, other CVBs and the MOTBD gives VBS the opportunity to participate in marketing strategies way may otherwise not be able to afford. Combining budgets and strategies helps increase the visibility of our region as a whole.	Success will be measured by increased awareness of the Big Sky product as well as increases in lodging tax collections and increases Resort Tax collections.		\$3,100.00	No	
Marketing Support	DMAI	Yes	Destination Marketing Association International (DMAI) supports the profession of destination marketing, provides peer to peer idea exchange, access to research on visitor centers, training for meeting professionals and the travel trade. Big Sky is requesting funding for the membership fees and conference registration fees.	DMAI's members become connected to a community of over 600 official destination marketing organizations that collectively command more than US \$2 billion in annual budgets around the world. DMAI is the passionate advocate and definitive resource for official destination marketing organizations and professionals worldwide.  *Source: DMAI	DMAI serves as a customer relationship management (CRM) system where the Big Sky CVB can, "connect and collaborate with like-minded peers, thereby protecting and advancing the success of the destination marketing industry locally and globally." – DMAI	N/A		\$1,400.00	No	
Marketing Support	Marketing/Publicity Personnel		The Marketing Manager position is designed to manage projects, ensure consistent progress, and to create strong public/private sector partnerships to expand our marketing resources. Coordination with other local and		The Marketing Manager is responsible for closely monitoring and managing all marketing efforts of the Big Sky CVB. Tourism is the driving force of our local economy and	Measurement for the Marketing Manager's effectiveness is determined upon completion of each marketing method. Measurement		\$45,000.00	Yes	Marketing Manager Job Description.pdf

			<p>regional marketing funds, events, and projects is also essential. This position is responsible for publicity and media communications, development and distribution of online press and information releases; development of a media (print) database and distribution of information to these sources on a regular basis; development and maintenance of a social networking marketing strategy focused on web-based travel sites, social networking sites, personal information/blogs sites, and community outreach. This position will also be responsible for creating the yearly marketing plan.</p> <p><b>Job Description - Areas of Responsibility (including, but not limited to):</b> attached separately</p>		<p>destination marketing ensures a consistent brand message and encourages sustainable growth. Measurable statistics are found within each marketing method the Big Sky CVB completes.</p>	<p>will also be determined by increase in lodging tax collections and Resort Tax collections.</p>				
Marketing Support	Administration	No	<p>The administrative budget is to cover costs incurred in the implementation of approved marketing methods/ funded by the lodging facility use tax.</p>					\$46,600.00	Yes	
Marketing Support	VIC Funding/Staffing/Signage	Yes	<p>In FY13, the Big Sky Chamber and Visit Big Sky moved to the corner of Hwy 191 and Lone Mountain Trail. This location requires additional, dedicated VIC staff and signage. CVB funds will support visitor center staffing for additional weekly, weekend, evening and holiday coverage during the peak summer and winter months.</p>	<p>Statistics from the Big Sky VIC during the 2016 calendar year are as follows:</p> <ul style="list-style-type: none"> <li>Total number of visitors: 22,500</li> <li>Top visiting states: MN, MT, CA, TX, WA, FL, GA, IL, OH</li> <li>Total hours open: 2,723 hrs.</li> <li>Top five states requesting information: CA, FL, WA, TX, PA</li> <li>Top visiting countries: Canada, France, Germany, Australia, China, UK, The Netherlands, Switzerland, Belgium, Singapore</li> </ul> <p>The Institute for Tourism &amp; Recreation Research (ITRR) research shows that visitors who use VIC staff as a source of information during their trip spend almost 55% more than that of all visitors and their length of stay is almost 31% longer.</p> <p>Source: ITRR</p>	<p>The Big Sky VIC is a vital part of the Big Sky Community. Big Sky currently lacks a significant, memorable sense of arrival upon entering our community. This issue is compounded by a lack of cell service an hour in either direction of our community. Many visitors utilize the VIC to ask directions and inquire about the area.</p> <p>The Big Sky VIC is not self-service. Travel counselors spend an estimated 8-10 minutes per group assisting visitors with</p>	<p>Measurability for the Big Sky VIC includes increases in visitors, increases in information inquiries, increases in lodging tax collections and increases in Resort Tax collections.</p>		\$20,000.00	Yes	

						directions, accommodations, dining and activities. Travel counselors are committed to giving high quality personalized service on a year-round basis to assist visitors during our robust summer park season and our ever growing winter ski season.					
Marketing Support	TAC/Governor's Conference meetings	No	The TAC and Governors conference expense is to ensure attendance at Tourism Advisory Council meetings, the annual marketing plan meeting with the Department and the annual Governors Conference on Tourism & Recreation. These expenses shall include transportation/mileage, meals and lodging. \$5,000 in additional non-bed tax funds will be utilized to sponsor the 2018 Governor's Conference as it will be held in Big Sky						\$1,500.00	Yes	
Marketing Support	Printed Material	Yes	Big Sky produced translated materials to assist in facilitating our international visitors. CVB funds will enhance current creative assets by producing printed collateral for usage in our VIC, BZN, and travel and trade shows.	<p>According to the U.S. Department of Commerce, by 2020, the U.S. should see a 20% growth and an additional 15 million international visitors compared to 2014. International travel to the U.S. from China, Canada, the UK, and Mexico are expected to account for 56% of the projected growth from 2014 to 2020.</p> <p>*Source: <a href="http://travel.trade.gov/view/f-2000-99-001/forecast/Forecast_Summary.pdf">http://travel.trade.gov/view/f-2000-99-001/forecast/Forecast_Summary.pdf</a></p> <p>During the 2016 VIC grant funding cycle the Big Sky VIC documented a high-volume of international visitors seeking information. Staff anticipates a higher volume of international visitors, especially from China because 2016 is also the US-China Tourism Year, established by President Obama and President Xi. The U.S. National Travel and Tourism Strategy has a goal set to welcome 100 million international visitors to the United States by the end of 2021. Additionally, 2016 marks the Centennial Anniversary of the National Park Service. This celebration and the #FindYourPark campaign has been, and will continue to be promoted to all visitors, domestic and international. With Big Sky's proximity to YNP, the VIC expects to see a very high number of international travelers.</p>	International visitation to Big Sky is continuing to grow. In FY16, Resort Tax funds developed single page materials translated to Chinese, French, Spanish, Japanese and German. Assisting in the production of printed collateral to help visitors in Big Sky is essential to their ultimate visitor experience.	Measurement will be tracked by increases in international visitation to Big Sky, increases in lodging tax collections and increases Resort Tax collections.			\$2,400.00	Yes	
Marketing Support	Fam Trips		A familiarization trip (FAM Trip) provides event planners, travel consultants, media influencers or potential clients the ability to experience Big Sky. VBS would assist in planning activities, lodging, and meals to highlight the natural beauty and unique experiences only available in Big Sky. There may also be an opportunity to collaborate with	Participating in FAM trips provides Big Sky with an opportunity to make important networking connections with influencers who can help increase awareness of the area and its unique offerings. The growth in international travel is an important trend we will actively continue to participate in, especially with our proximity to YNP. Having professional and reliable representation by tour operators and media will be great beneficial to the Big Sky brand.	Hosting a series of FAM trips will provide VBS with an opportunity to connect with travel agents, consultants and media outlets to engage them in authentic Big Sky experiences. Familiarizing influencers with activities, experiences, lodging and dining options will	Success will be measured by increased awareness of the Big Sky product as well as increases in lodging tax collections and increases Resort Tax collections.			\$3,000.00	No	

			Yellowstone Country on planning FAM trips.		help to increase awareness of the Big Sky brand.					
Marketing Support	Research		Voices of Montana Tourism serves as a united voice for Montana's tourism stakeholders. Since its creation in 2011, Voices has led the effort with education and outreach to communicate the immense value a sustainably-grown tourism industry provides for all Montanans.	Access to statewide tourism research and statistics will enable VBS to better support our mission to increase visitation to Big Sky. Data that indicates the growth of resort tax and bed tax collections is essential in helping quantify the ROI of VBS' marketing efforts.	Voices of Montana Tourism helps provide valuable tourism information that we are able to leverage to track growth, spending and trends in the Montana tourism industry.	Success will be measured by having greater access to data and information indicating past, current and future trends in the Montana tourism market. The ability to share this information with businesses and organizations will help garner more support of VBS' mission to increase visitation to Big Sky.		\$500.00	Yes	
Publicity	Press Promotions/Media Outreach		Visit Big Sky will utilize media press promotions to increase the awareness of our brand and amplify the efforts of our summer/winter consumer advertising and online presence. This will be done by supporting our paid advertising, our website and other messaging efforts conducted across other platforms by creating lasting online content, which will set the tone of discussion about the Big Sky destination.		Marketing programs are proven successful by integrating messages across multiple channels of content delivery, and effective public relations efforts will multiply the effect of dollars invested in consumer advertising.	Success will be measured by tracking an increase in media coverage and conversation regarding the Big Sky brand.		\$2,000.00	No	
								\$338,000.00		

### Marketing Method Budget

Marketing Segment	Marketing Method	Bed tax funded budget	Non bed tax funded budget
Consumer	Billboards/Out-of-Home	\$27,000.00	\$35,200.00
Consumer	Travel/Trade Shows	\$7,375.00	\$0.00
Consumer	Print Advertising	\$30,000.00	\$100,000.00
Consumer	Website/Internet Development/Updates	\$99,525.00	\$7,500.00
Consumer	Online/Digital Advertising	\$34,500.00	\$440,000.00
Consumer	Photo/Video Library	\$8,000.00	\$0.00
Consumer	Opportunity Marketing	\$3,000.00	\$0.00
Consumer	Social Media	\$1,200.00	\$0.00
Consumer	Electronic Adv - Newsletter, E-blast	\$1,900.00	\$0.00
Consumer	Joint Ventures	\$3,100.00	\$0.00

		\$215,600.00	\$582,700.00
Marketing Support	DMAI	\$1,400.00	\$0.00
Marketing Support	Marketing/Publicity Personnel	\$45,000.00	\$45,000.00
Marketing Support	Administration	\$46,600.00	\$39,500.00
Marketing Support	VIC Funding/Staffing/Signage	\$20,000.00	\$66,000.00
Marketing Support	TAC/Governor's Conference meetings	\$1,500.00	\$5,000.00
Marketing Support	Research	\$500.00	\$21,800.00
Marketing Support	Fam Trips	\$3,000.00	\$0.00
Marketing Support	Printed Material	\$2,400.00	\$10,000.00
		\$120,400.00	\$187,300.00
Publicity	Press Promotions/Media Outreach	\$2,000.00	\$0.00
		\$2,000.00	\$0.00
		\$338,000.00	\$770,000.00

### Miscellaneous Attachments

File Name	Description	File Size
BigSkyFINAL.pdf (7.2 MB)	VBS FY18 Marketing plan narrative and budget	7.2 MB
FY18 CVB required charts.pdf (2.5 MB)	Pie Charts	2.5 MB

### Reg/CVB Required Documents

File Name	Description	File Size
Required_docs_FY18.pdf (3.3 MB)	Require documents FY18 Big Sky CVB	3.3 MB