



Application

55917 - FY18 Region/CVB Marketing Plan - Final Application

58316 - Bozeman CVB FY18 Marketing Plan
DOC Office of Tourism

Status: Under Review

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Applicant Information

Primary Contact:

Name:* Mr. Daryl W Schliem
Salutation First Name Middle Name Last Name

Title:

Email:* dschliem@bozemanchamber.com

Alternate Email

Address:* 2000 Commerce Way

* Bozeman Montana 59715
City State/Province Postal Code/Zip

Phone:* 406-922-0448
Phone Phone Ext.
###-###-####

Alternate Phone

Fax:

Comments:

Authorized Official

Name:* Ms. Kali Gillette
Salutation First Name Middle Name Last Name

Title:

Email:* kali.gillette@gmail.com

Alternate Email

Address:* 412 W College

***** Bozeman Montana 59715
City State/Province Postal Code/Zip

Phone:* 406-551-4240 Phone Ext.
###-###-####

Alternate Phone

Fax: 406-586-9666

Comments:

Organization Information

Name:* Bozeman Area Chamber of Commerce

Organization Type: Non-Profit Organization

Organization Website: www.bozemanchamber.com

Address:* 2000 Commerce Way

***** Bozeman Montana 59715
City State/Province Postal Code/Zip

Phone:* 406-922-0448

Ext.

Alternate Phone

Fax:

Email address dschliem@bozemanchamber.com

Alternate Email dschliem@bozemanchamber.com

Comments:

Community & Brand Support

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

Bozeman, MT, is an outdoor mecca with a rich history and a thriving culture. Situated between two entrances to Yellowstone National Park, world-class alpine and nordic skiing, miles of trout fishing, hiking, biking and a vibrant downtown, there's a reason people fall in love with the area. Visitors come for the recreation and stay for the culture; dining, theater, festivals, art galleries and world-class museums.

Our target markets align closely with the research provided by Destination Analysts in 2016. We have been actively marketing to families, history lovers and winter enthusiasts. We are also targeting millennials, young professionals and professional urban dwellers looking for an outdoor experience.

For the past few years our messaging has promoted our proximity to endless outdoor recreation while being able to come back to the comfort and energy of a college town.

Strengths:

- World class alpine and nordic skiing: Bridger Bowl, Big Sky Resort, Lone Mountain Ranch and Bohart Ranch offer some of the best skiing in the nation. Our open spaces and lack of lift lines are a welcome surprise for those who are used to busier ski areas.
- Yellowstone National Park: Located just 90 miles from Yellowstone, 70% of the people who visited Bozeman said Yellowstone was their primary reason for visiting. (ITRR, 2016 Non-Resident Visitor Profile.)
- State Parks: History buffs will love Missouri Headwaters State Park, a stop of the Lewis and Clark expedition. Madison Buffalo Jump State Park highlights the cliff where Native Americans stampeded herds of bison. Lewis and Clark Caverns State Park features one of the largest known limestone caverns in the Northwest; the caves are loved by kids and adults alike.
- Museums: Museum of the Rockies, a Smithsonian affiliate, is home to one of the world's largest and most famous dinosaur collections and rotating exhibits such as the current highlight, "Crocs: Ancient Predators in a Modern World," with real crocodiles on display. The American Computer and Robotics Museum, named one of the 10 best free museums in the United States by USA Today, is a museum of the history of computing, communications, artificial intelligence & robotics. The Gallatin History Museum offers a glimpse into the past featuring Native American History, and over 25,000 historical photos.
- A vibrant downtown: Music, festivals, art galleries, theater and restaurants round out the visitor experience.
- Day trips: Centrally located, you can easily explore the area. Historical locations such as Virginia City and Nevada City, or the western and artistic culture of Livingston are all within short drive.
- Montana State University: One of the leading universities in engineering, architecture, business, film and science, MSU brings the vibrancy of a sophisticated college town. Many students have fallen in love with the school while vacationing in Bozeman.
- Access: Getting to Bozeman is easier than many think. Bozeman Yellowstone International Airport is the busiest airport in the state. The airport reports serving 1,107,168 passengers during 2016, an increase of 8.4% over 2015. This marks the seventh consecutive year of record breaking passenger traffic. BZN is now the 8th busiest airport in the Northwest Region (which includes CO, UT, WY, ID, MT, OR & WA) and the 114th busiest in the nation in terms of passengers, (Bozeman Yellowstone International Airport). Twenty-five percent of people staying at least one night in Bozeman entered through Bozeman Yellowstone International Airport, (ITRR Non-Visitor Study, 2016).

Opportunities:

- Increased visitation from young families and millennials. Our stronger social media presence and targeted blog content has increased website traffic from a younger demographic.
- Continued talks with Southwest Airlines and Jet Blue to bring service to the Bozeman area.
- Collaboration with MTOTBD and local tourism partners to continue marketing our air service in targeted markets such as Dallas and Houston.
- Expanding advertising, marketing and public relations partnerships with local and regional partners including Yellowstone Country, Bozeman Downtown Business Association, Montana State University, Big Sky Resort and Bridger Bowl.
- Build on current interest from the Canadian market. Alberta and British Columbia are consistently in the top tier of our website traffic, prompting us to allocate a small portion of our marketing budget to these areas.
- Continue to build our marketing list and nurture interest by delivering targeted content based on the expressed interest of the visitor.
- Promoting the vast number of restaurants, farmer's markets, breweries and distilleries illustrating the variety and quality of local food in the area.

Bozeman is full of festivals, music art and theater, making it a well-rounded experience of culture and recreation.

Challenges:

- Perception that it's difficult to get here.
- Cost of flights. While Bozeman has excellent air service, airlines can also command a higher rates due to increased demand.
- Economic uncertainty.
- Balancing hotel inventory. Summer bookings are generally full, so we need to increase shoulder seasons with tournaments, conferences, and destination weddings.
- Significant weather events such as a light winter or heavy fire season can cause sudden cancellations.

Optional: Include attachments here

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

Inspiration:

- Continue to focus on inbound marketing. Our content strategy continues to gain momentum generating increased organic traffic by 30%, return visitors by 18% and time spent on page by 8%. In FY17, we created 80+ blog posts bringing over 56,000 visitors to the site.
- Paid advertising in targeted areas will run consistently through the year exposing Bozeman to new audiences.
- Collaboration with tourism partners to host press trips and events locally and in target markets.
- Continue to build our photo/video library to keep the images on our website, paid media and social media fresh.

Orientation:

- This year we are pairing our paid media buys with actionable items on the on web pages, pushing more people to sign up for our blogs and to download our Visitor's Guide.
- We will be broadening our target areas, but delivering tailored content to direct markets.
- The website will include an interactive map to familiarize people with the area.

Facilitation:

- Our website is combined with the Bozeman Tourism Business Improvement District, which has a thorough database of hotels, attractions, restaurants and recreation making it easy for visitors to plan and book their trip. Our analytics track strategic exits to individual businesses giving our stakeholders confidence in our marketing efforts.
- Continue staffing the Visitor Information Kiosk at the airport as well as the Visitor Center located at the Bozeman Area Chamber of Commerce.

Optional: Include attachments here.

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

GEOGRAPHIC

Our current website traffic aligns closely with our direct flight markets (Jan 1st – April 15th):

- California, Texas, New York, Montana, Illinois, Washington, New Jersey, Colorado, Minnesota, Georgia

Current direct flight markets:

- Seattle/Tacoma – Alaska Airlines
- Portland – Alaska Airlines
- San Francisco - United
- Los Angeles – Delta, United
- Las Vegas - Allegiant
- Phoenix - Allegiant
- Salt Lake City - Delta
- Denver – Frontier, United
- San Jose – Jet Suite X
- Dallas/Fort Worth – American Airlines
- Houston - United
- Minneapolis/St. Paul – Delta
- Chicago - United
- Atlanta - Delta
- New York La Guardia – Delta, United
- Newark – United

Alberta and British Columbia are consistently bringing high traffic, leading us to test some paid media to increase interest.

Drive markets such as North Dakota, South Dakota, Idaho, Washington, Wyoming, Utah and Oregon. Demographic:

Our target demographic is men and women age 25 – 55.

Psychographic:

INTERESTS

Our visitors seek outdoor adventure, history and culture.

The 2016 ITRR Non-Visitor reports people who stayed at least one night in Bozeman enjoy:

- 58% Scenic driving
- 41% Day hiking
- 37% Nature photography
- 36% Wildlife watching
- 29% Car / RV camping
- 26% Recreational shopping
- 22% Visiting other historical sites 16% Visit local brewery

15% Visiting museums
12% Visiting Lewis & Clark sites 9% Fishing / fly fishing
8% Attending festivals or events

Skiing is a huge draw for our area. In 2015, skier visits for Bridger Bowl totaled 244,916 and Big Sky totaled 477,000. (ITRR, *Data Source: USDA Forest Service, Northern Region and individual ski areas.)

ITRR Non-Resident Visitor Study also reports that 83% of our visitors plan to return within 2 years, and 75% of recent groups are all repeat visitors, demonstrating that Bozeman has the unique opportunity to promote year-round recreation and entertainment.

MEETINGS

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

FILM

Continue to work with the Montana Film Office to promote the Bozeman area as a premier location for film.

SPORTS TOURNAMENTS AND EVENTS

- Promote Bozeman as a location for LaCrosse, soccer and baseball tournaments outside of the Montana High School Association.
- Support the momentum around nationally recognized runs such as Run to the Pub and the Bozeman Marathon.
- Work with the TBID to target traditional sports tournaments on a statewide and regional basis.

b. What are your emerging markets?

- We are moving the dial in generating interest and website traffic from a younger demographic. Our messaging, blogs, and social media marketing will target families, young professionals, urban dwellers, history lovers and outdoor enthusiasts.
- Alberta and British Columbia, Canada continue to be in our top locations for web traffic. We'll be testing paid media with specific messaging in to pique interest and see if we can entice more visitors from the area.

c. What research supports your target marketing?

- A comparison of our website traffic, airline de-boardings, ITRR Non-Resident Visitors Study, 2016, Montana Brand Exploration Research by Destination Analysts and our social media insights are all consistent with our target markets.

Optional: Include attachment here.

Overall Goals

Build our email marketing list.

- Increase calls to action on blogs and websites, encouraging sign-ups to blog.

Expand our inbound marketing.

- Continue to generate robust blog posts.
- Nurture leads with specific content and calls to action based on their interests.

Targeted messaging:

Broaden our geographic targets while tailoring the message specific to the market. For example, promoting the dinosaur collection at Museum of the Rockies to families, ease of access in direct flight markets, and targeted adventure ads to young professionals.

Collaborate with state and local tourism partners to promote the area and the ease of access.

Support efforts by Bozeman TBID to promote packages, giveaways, sports tournaments and conferences.

Optional: Include attachments here.

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

- Our partnership with MTOT, Yellowstone Country, Big Sky Resort and the Yellowstone Club has been incredibly successful in marketing our direct flights. We will continue to support air service in our direct flight markets.
- Paid media opportunities are always evaluated.

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

- Yellowstone Country has created co-op opportunities with media partners such as Trip Advisor which have proven to be a cost-effective way to utilize these vendors. We will continue to evaluate these opportunities as they arise.
- Our region and local CVB's are working together to share best practices and develop marketing partnerships.
- We work in conjunction with the Bozeman TBID to pool money toward our common marketing plan.
- Continue to work with the airline marketing group to promote direct flights.

Optional: Include attachment here:

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

- Paid digital media buys with Sojern, Trip Advisor, and other digital placements have been very successful in helping us maximize our dollars, test new marketing strategies and generate quality traffic.

- Hosting and supporting press trips and events with Yellowstone Country is a great partnership that we will continue.

Optional: Include attachments here.

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	Webpage Marketing/SEO/SEM	Yes	SEM, organic and ppc, continue to be a successful component of our campaign. After researching target keywords, we then build blog content around those words, which is increasing our search ranking. PPC advertising has consistently delivered new leads at a low cost per lead.	https://www.businessmarketingblog.org/top-10-reasons-to-use-paid-search-marketing/ https://www.forbes.com/sites/jaysondemers/2016/11/09/7-seo-trends-that-will-dominate-2017/#d7fbdbb7409a	<p>Our content strategy in FY17 has:</p> <ul style="list-style-type: none"> • Increased organic traffic by 30% • Increased return visitors by 18% • Created 80+ blog posts bringing over 56,000 visitors to the site • Increased average time on blog posts to 5:02 minutes • Integrated content with media buys and social media <p>The success of the strategy prompts us to continue to build the momentum. "Dense Content" is becoming much more important--short articles with a lot of information.</p>	<ul style="list-style-type: none"> • Growth of organic traffic, 100% over FY17. • Increase email subscribers to 3,000 by June 30, 2018. 		\$10,000.00	No	

Consumer	Social Media	Yes	Utilize advertising budget to promote content via social media. As part of an overarching social media and content strategy, this allows us to increase our reach and engagement with the most popular content. It also allows us to successfully target and re-market our message.	https://blog.hubspot.com/marketing/social-media-predictions-2017#sm.00001bxhqcudei6xiws82rrawnd http://www.wordstream.com/blog/ws/2016/06/30/social-media-advertising-tips	Digital advertising on social media channels is becoming more competitive. Advertising messages need to be targeted, and specific. These channels have become so saturated, messages may not get the exposure needed without boosting the post, and paying for exposure. Being able to promote content through social media gives you the ability to cast a larger net.	<ul style="list-style-type: none"> • Increase FB fans to 60,000 by June 30, 2018. • Increase Twitter followers to 5,000 by June 30, 2018. • Increase Instagram followers to 5,000 by June 30, 2018. 		\$6,000.00	No	
Consumer	Online/Digital Advertising	Yes	Paid digital advertising makes up a significant portion of our overall budget. Through careful targeting, we can pinpoint and craft our message based on interests, geography and demographics. Digital advertising also provides clear metrics to analyze our return on investment. We have found a mix of email marketing, display ads and social media ads to be very effective. This year we are broadening the geography while tailoring the message to specific groups. For example, the message in cities with direct flights will be ease of	http://www.marketingdive.com/news/digital-marketing-evolution-trends-2017/433135/ http://www.huffingtonpost.com/advertising-week/the-importance-of-the-sup_b_14272140.html http://www.vistaprint.com/hub/digital/top-10-digital-marketing-predictions-2017/?GP=04%2f17%2f2017+18%3a19%3a08&GPS=4365429934&GNF=0	Digital marketing is here to stay. For the first time, in 2017 digital advertising is predicted to become the largest media investment channel. Digital affords you the opportunity to deliver personalized, contextual and relevant content. Display ads reinforce your brand awareness and compliment other media. Digital media can provided targeted messages in order to increase engagement rather than traditional mass messaging.	<ul style="list-style-type: none"> • Increase monthly downloads to 500 per month by June 30, 2018. • Increase overall website traffic by 50% over FY17. 		\$81,062.00	No	

			<p>access, for families, we may focus on the dinosaurs at the Museum of the Rockies.</p> <p>Our goal is to increase downloads of the Travel Guide along with overall traffic.</p>						
Consumer	Print Advertising	Yes	<p>Print advertising is a small portion of our paid media, but brings a valuable targeted audience through the Big Sky Journal and Powder Magazine; a partnership with Bridger Bowl ski area.</p>	<p>Big Sky Journal has subscribers across the country Average income is \$172,000 with readers who enjoy the west and the outdoor lifestyle it provides. The publication is in airports such as Salt Lake City, Denver, Seattle and Los Angeles, as well as Delta Sky Clubs across the country. They are also located in hotel rooms surrounding resort areas. Powder Magazine readers travel habits include:</p> <p>Took an overnight ski trip in the past year: 91%</p> <p>Average amount spent on ski travel last year: \$2,612</p> <p>Average # of ski trips taken in the last year: 6.9</p> <p>Average # of days per trip: 4.6</p>	<p>Our targeted use of print media is focused on generating interest in skiing, along with outdoor recreation in general.</p>	<p>Print is difficult to measure, however, we feel it is important for branding and awareness to these specific audiences.</p>		\$10,000.00	No
Marketing Support	Digital Asset Management/Aquisition	No	<p>Yearly subscription and fees for HubSpot and Mail Chimp which are used to manage our marketing database, content, social media and email marketing leads.</p>		<p>By aggregating our content, analytics and customer list in one spot, we can efficiently implement an integrated content and social strategy while measuring the effectiveness and adjusting as the campaign continues.</p>			\$14,400.00	No
Marketing Support	Opportunity Marketing	No	<p>We are allocating \$5,000 for unknown opportunities that may arise from local, regional or state partnerships.</p>					\$5,000.00	No

			Opportunities will be evaluated based on alignment with our overall strategy and how the project ties to our target markets.							
Marketing Support	TAC/Governor's Conference meetings	No	Money allocated for hotels, food and mileage for FY18 TAC meetings and Governor's Conference.					\$1,038.00	No	
Marketing Support	Marketing Plan Development	No	Budget allocation for assistance in developing the FY19 Marketing Plan.	Past marketing plans submitted with assistance from marketing agencies have been passed as submitted by the Tourism Advisory Council.	Our marketing and advertising is contracted to an outside agency, by working in conjunction with the agency, we can ensure our marketing plans are consistent with our business objectives.		Implementation of the marketing plan as outlined.	\$4,500.00	No	
Marketing Support	Joint Ventures	No	Budget allocation for projects primarily focused on partnerships with MTOTBD, Yellowstone Country and other local stakeholders to promote our direct flights. All projects must meet our overall marketing goals as well as our geographic and demographic targets.		Part of the airline agreements is to help promote the flights. Campaigns are developed to increase awareness of the direct flights and ease of access.		Our success will be measured through increased airline traffic and additional flights.	\$50,000.00	No	
Marketing Support	Administration	No	Our administration budget includes wages, office use,					\$49,000.00	No	

			equipment purchases and overall costs of doing business.							
Marketing Support	Fulfillment/Telemarketing	No	Fulfillment costs for mailing Visitor Guides. Allocation includes postage and wages.					\$9,000.00	No	
Marketing Support	Fam Trips	No	Curated FAM tours with journalists and social media influencers is an important part of our overall plan. Earned media from people who have experienced the area first hand is an effective way to showcase the uniqueness of the area. We also collaborate with the TBID and MTOTBD to promote Bozeman at IPW each year.	Past trips have been successful in generating interest from journalists, tour operators and film makers.	Interest in the Bozeman area continues to gain momentum. Generating new interest and story lines is important in keeping our messaging relevant and interesting.	Evaluating our earned media, additional tour bookings and new film production opportunities.		\$5,000.00	No	
								\$245,000.00		

Marketing Method Budget

Marketing Segment	Marketing Method	Bed tax funded budget	Non bed tax funded budget
Consumer	Webpage Marketing/SEO/SEM	\$10,000.00	\$0.00
Consumer	Social Media	\$6,000.00	\$0.00
Consumer	Online/Digital Advertising	\$81,062.00	\$0.00
Consumer	Print Advertising	\$10,000.00	\$0.00
		\$107,062.00	\$0.00
Marketing Support	Digital Asset Management/Aquisition	\$14,400.00	\$0.00
Marketing Support	Opportunity Marketing	\$5,000.00	\$0.00
Marketing Support	TAC/Governor's Conference meetings	\$1,038.00	\$0.00
Marketing Support	Marketing Plan Development	\$4,500.00	\$0.00

Marketing Support	Joint Ventures	\$50,000.00	\$0.00
Marketing Support	Administration	\$49,000.00	\$0.00
Marketing Support	Fulfillment/Telemarketing	\$9,000.00	\$0.00
Marketing Support	Fam Trips	\$5,000.00	\$0.00
		\$137,938.00	\$0.00
		\$245,000.00	\$0.00

Miscellaneous Attachments

File Name	Description	File Size
Bozeman CVB_FY18 Budget Breakdown.pdf (40 KB)	Bozeman CVB_FY18_Budget Breakdown	40 KB
Bozeman_CVB and TBID FY18 Budget Breakdown.pdf (217 KB)	Bozeman_CVB and TBID_FY18 Budget Breakdown	217 KB

Reg/CVB Required Documents

File Name	Description	File Size
2018 CVB REs.pdf (192 KB)	2018 CVB Resolution	192 KB
CVB-approve.pdf (354 KB)	Bozeman CVB_Certificate of Compliance	354 KB