



Application

55917 - FY18 Region/CVB Marketing Plan - Final Application

58192 - FY18 Destination Missoula Marketing Plan
DOC Office of Tourism

Status: Under Review

Original Submitted Date: 05/10/2017 10:35 AM
Last Submitted Date: 05/19/2017 11:36 AM

Applicant Information

Primary Contact:

Name:* Ms. Sage Grendahl
Salutation First Name Middle Name Last Name

Title:

Email:* partnership@destinationmissoula.org

Alternate Email

Address:* 140 N. Higgins Ave, Ste 202

* Missoula Montana 59802
City State/Province Postal Code/Zip

Phone:* 406-532-3250 Ext.
Phone
###-###-####

Alternate Phone

Fax:

Comments:

Authorized Official

Name:* Ms. Barbara Neilan
Salutation First Name Middle Name Last Name

Title:

Email:* director@destinationmissoula.org

Alternate Email

Address:* 140 N. Higgins Ave, Ste 202

* Missoula Montana 59802
City State/Province Postal Code/Zip

Phone:* 406-532-3250 Ext.
Phone ###-###-####

Alternate Phone

Fax:

Comments:

Organization Information

Name:* Missoula Convention & Visitors Bureau

Organization Type:

Organization Website:

Address:* 140 North Higgins Ave
Ste 202

* Missoula Montana 59802
City State/Province Postal Code/Zip

Phone:* 406-532-3250

Ext.

Alternate Phone

Fax:

Email address

Alternate Email

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?

Missoula strives throughout its marketing to uphold the Montana State Tourism brand pillars. Sitting at the confluence of the Bitterroot, Clark Fork and Blackfoot Rivers and surrounded by seven wilderness areas, Missoula is encircled by spectacular, unspoiled nature. And although Missoula is the second largest city in the State of Montana, to those visitors from large urban areas, Missoula is indeed a vibrant and charming small town perfectly situated halfway between our State's two jewels– Glacier and Yellowstone National Park. Served by Missoula International Airport and three major highways, it is the ideal hub from which to explore the many wonders of our State. The accessibility of Missoula's recreation makes it unparalleled. Where else can you kayak or surf downtown, hike or mountain bike in 60,000 acres of wilderness a mere 5 miles away?

Missoula is also a regional destination for shopping and dining, featuring three distinct shopping districts and an abundance of restaurants, cafes, coffee houses and breweries with something to fit all budgets and palates. Known for its eclectic culture, visitors will find this arts and cultural hub filled with a seeming endless array of arts and entertainment events. Think symphony, theater, film festivals, nationally recognized live concerts, authors' readings at independent bookstores, college sports, ballet, opera and roller derby! And we proudly live our history – Native American and Lewis & Clark to smokejumpers and Glacial Lake Missoula.

Some might call it unique, cool or hip. Others will experience it as serene, welcoming and replete with natural beauty. You might see it as vibrant, active and pulsating with places to go and things to do. The beauty of Missoula is that it is all that and more.

We strive to show our unique character, as well as incorporating brand fonts, colors and imagery in our marketing.

STRENGTHS--Please see the attached 2017-2018 Marketing Plan for Specifics of Bulleted Items.

- Arts and Culture
- Immediacy of Access
- Regional Hub
- Sports and Adventure
- Entertainment and Nightlife

OPPORTUNITIES--Please see the attached 2017-2018 Marketing Plan for Specifics of Bulleted Items.

- Transportation
- Economic Upturn
- Infrastructure
- Retain Transient Visitors
- Culinary and Spirits Tourism
- Sustainability
- Cooperative Community PR

CHALLENGES--Please see the attached 2017-2018 Marketing Plan for Specifics of Bulleted Items.

- Air Access
- Seasonality
- Group and Tour Travel
- Low Conversion of Transient Travel
- Lack of Tourism Infrastructure
- Implementation and Funding for Wayfinding
- Parking
- Organizational Funding
- Lack of Community-wide Strategic Organization

Optional: Include attachments here

DM_2017-18 Marketing Plan_Final.pdf

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

In order to convert a person from someone who may be interested in Missoula to an actual visitor to your destination, we must reach them at all three phases of the decision process – **Inspiration, Orientation and Facilitation.**

Destination Missoula will be following the State brand by using large iconic imagery and brand font in our print and digital advertising, on our website and in our social media. These images inspire people to visit our destination and to see what is unique about it. We have created the “There’s This Place…” campaign to enhance this concept.

With the understanding that video is the new language of brand communication, especially in inspiring Millennial and Gen Z travelers, Destination Missoula entered into a unique partnership opportunity with Matador Network to develop a Missoula branding video - <http://matadornetwork.com/tv/missoula-river-runs>. This video rapidly went viral with over 1 million views and with reactions, shares and positive comments beyond what Matador has ever experienced with other DMO partnerships. Due to the overwhelming success of the first video, Missoula is planning a second video with Matador Network to be shot this summer highlighting our music, art, recreation and dining.

We will implement a number of tools that will help orient our customer to where we are in the country, region and state. Our unique official Missoula Area Visitor Guide gives people an overview of our community and what it has to offer, including maps, directions to our Visitor Centers, numbers to reach our call center, and our website. We use it to help create and promote Missoula as a brand. This year we have implemented an itinerary builder on our newly redesigned website. Our new website is responsive to all devices for ease of use. This gives the visitor the opportunity to plan ahead where they will stay, eat, what attractions and events they want to attend and what loop tours they can take from Missoula to enjoy what our area has to offer.

Finally, using the itinerary builder, and easy access to the information they need to book their trip or the ability to talk to a knowledgeable travel expert on the phone, either through our call center or in one of our VICs, will help facilitate the final sale and a successful trip.

Optional: Include attachments here.

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

Geographic - The strategy of targeting a particular type of traveler can be enhanced by also targeting a particular geographic area. It is most effective to market to those who are predisposed to come to this area.

DM will market to geographic areas which are also targeted by Glacier Country and Montana Office of Tourism and whose residents have shown a history of traveling to Missoula in order to maximize efficiency and cost-effectiveness. We will be concentrating on more “niche” marketing this year, particularly our direct flight and drive markets. Our direct flight markets include Seattle, Salt Lake City, Las Vegas, Minneapolis, Chicago, Denver, Portland, Los Angeles, San Francisco, Oakland, Atlanta and Phoenix. We will also direct our outreach to our drive markets, which includes an approximate 200 - 300 mile radius from Missoula – Spokane, Washington; Coeur d’Alene, Sandpoint, Lewiston, Boise, Salmon and Idaho Falls, Idaho; and Yellowstone Park, Bozeman, Butte, Great Falls, Glacier Park, Kalispell, Montana, Alberta, Canada.

To ensure the most effective use of marketing funds and energies, markets will be pursued in the following order:

- The primary states from which most inquiries come: Washington, California, Texas, Colorado, Utah, Minnesota and Michigan.
- The secondary states from which most inquires come: Massachusetts, Oregon, Arizona, New York, North Carolina and Ohio.
- The states immediately surrounding Montana and Canada.
- Direct flight markets including Seattle, Salt Lake City, Las Vegas, Minneapolis, Chicago, Portland, Denver, Los Angeles, San Francisco, Oakland, Atlanta and Phoenix.
- Residents from other parts of Montana.

TARGET DEMOGRAPHIC MARKETS

Demographic - In addition to the geographic target markets, there are four primary demographic markets Destination Missoula will target with tourism promotion and marketing. Each of these markets represents a strong and growing segment of the tourism marketplace. DM will pay particular attention through this marketing plan to niche marketing for destination weddings and reunions, small and mid-size market meetings, sporting events, signature events, arts and culture, leisure and family travel. The average visitor to Missoula is 59 years of age with an income of \$75,000-\$100,000 and 83% are either traveling alone or as couples. Groups of 3-5 travelers represent 16% of Missoula visitors and family travel is heaviest during the summer months. The demographic markets are described below.

Individual Travelers

This group includes people traveling alone, adults traveling in small groups and families. While these travelers may have taken advantage of a travel planner or the Internet to facilitate their trip, they do not travel with a group and can be easily accommodated in one or two rooms and at any restaurant.

Individual travelers come from all demographics. It is most important for DM to concentrate its marketing efforts on the following:

- Active empty-nesters
- Adaptive travelers
- Baby boomers
- Business travelers
- Cultural and historical experiences travelers
- Family travel
- Leisure travelers
- Outdoor enthusiasts
- Recreational Vehicle travelers
- Motorcyclists
- Women
- Geo-travelers
- Multi-generational travelers
- Culinary and spirits travelers
- LGBTQIA travelers
- Music, concert and festival travelers

Sports Travelers

The sports industry worldwide is a \$212.53 billion annual business. Over the past 5 years, 75.3 million U.S. adults attended organized sports events. 2/5th of all U.S. adults are sports travelers. These visitors spent over \$9.4 billion in the communities they visited. In addition to the sporting event, the sports traveler is looking for the presence of good tourism infrastructure providing accommodations, restaurants, bars, clubs, and various forms of entertainment beyond the event. Just as cities have competed for decades for meetings, conventions, and traditional tourist travel, they now compete to host sports events or attract the pursuit of favorite sports activities. Cities have also learned that most of the events take place whether the economy is good or in recession This element of resistance to economic downturns has brought new cities and suppliers to the industry. As Missoula's sports infrastructure, i.e. Fort Missoula Regional Park, continues to grow our opportunity to economically benefit from this sector continues to grow.

During the 2015-16 fiscal year, Missoula saw a \$3.39 million economic impact from 5 sporting events that received grants from the DM Sports Commission/Missoula TBID.

Demographics are as follows:

- Primarily male, 18-54 years old, and strong internet users.
- Gender – 68% male, 32% female.
- 84% of all sport event travelers are spectators.
- Sports travelers tend to be affluent, college educated.

- Sports travelers are long term travelers – travelling long into retirement
- Willing to travel long distances, spending more time and money at destination
- 58% of sports travelers will return to destination on family leisure trip

Group Travelers and Event Recruitment

Group travelers are looking toward small communities to provide the homey atmosphere which implies safety and personal care. They want a high-touch experience in a high-tech world. To get what they want, they personally spend more in an area than individual travelers and 43% - 60% of their total package cost stays in the destination's economy. Niche markets that Missoula will be specifically targeting in group travel are destination weddings, motorcycle rallies, bicycle races and new event recruitment.

Meetings and Conventions

Missoula enjoys the distinction of having urban amenities close to those outdoor opportunities a visitor would expect to find in a resort setting. This combination of attractive features gives Missoula an advantage over strictly urban or strictly resort settings.

Meetings have many of the same needs as group gatherings and produce similar economic benefit to an area. Missoula is very well suited for small to large meetings. The personal attention and comforts, which can be delivered by Missoula's service industry, are second to none.

Missoula completed the redesign of its Meetings and Conventions website www.missoulameetings.com - to have a cohesive design and functionality with www.destinationmissoula.org. The new website will enhance functionality and ease of use by meeting planners. We feel a targeted print and online campaign is one of the most cost effective means of reaching our target audience this year. This niche marketing will specifically target industry specific associations in our drive and direct fly markets, such as Spokane, Seattle, Portland, Minneapolis, and Chicago. Since Montana as a whole does not have a large presence at the Meeting and Convention Shows, it is hard to make an impact against States and destinations that do have a large presence and offer better pricing. Through a print, online and social media campaign, plus attendance at specific trade shows, we can work with niche markets stressing what is unique about Missoula and the surrounding area that makes it worth the extra expense to hold a meeting here. From attendance at industry specific trade shows during 2015-2016, Destination Missoula staff has had direct meetings with 21 meeting planners, garnered 1 RFP's from 4-5 leads, and 9 future prospects. Missoula also hosted one meeting planner FAM with 4 meetings planners from across the country who generate a total of 900 RFP's annually.

b. What are your emerging markets?

Culinary – We currently see 39 million travelers identify themselves as culinary travelers. Annually, they created a \$201 billion economic impact. On average they spend \$1,194 per trip with up to 50% spent directly on food and food related activities. It is currently one of the fastest growing sectors in tourism world-wide.

They tend to be a younger, more affluent and better educated traveler. The culinary traveler is looking for a unique experience and likes packages based around cooking classes, farmers markets, gourmet food shopping, winery, brewery and distillery tours and festivals. Culinary travelers tend to plan ahead using both print and online media sources. With Missoula's varied restaurants, farm to table sustainability, food trucks, breweries, wineries, and distilleries, culinary tourism is a perfect niche. Our culinary scene was highlighted to both The International Food and Wine Writers Association and Expedia Viewfinders Summit which Missoula helped to host this year. It was also highlighted to individual media influencers hosted by Missoula writing for [The AtlasHeart.com](http://TheAtlasHeart.com), GlutenFreeGirl.com, and UrbanBlissLife.com.

Sustainability – These travelers tend to be highly educated, mature, affluent, well-traveled, environmentally aware and sensitive to the social and cultural traditions, systems and mores of the destination they visit. They are similar and in many cases cross-over the culinary traveler.

Sports and events – The youth sports travel sector is now a \$7 billion travel industry. It is estimated that over 35 million kids between the ages of 5 and 18 currently play at least one organized sport each year in the U.S. and 21 million are involved in non-school youth sports. Youth sports also generate family and multi-generational travel.

Canadian travel – Canadian travel to Montana last year saw 612,000 visitors, creating 1,658,000 room nights and spending \$250 million in our state. They stay an average of 3.8 nights per visit and their main interests are shopping, museums and galleries, cultural events, festivals and fairs and sporting events.

Motorcycle – Motorcycle travel is one of the fastest growing segments in tourism. In 2009, 7,883,000 bikes were registered in the US. With the Canadian and US markets it is a \$34 billion industry with over 11 million riders. The demographic is becoming older and more affluent as more baby boomer professionals become interested in motorcycle travel. Women are becoming the fastest growing segment. An average trip lasts 10-14 days spending \$3,100 per trip. They also love to attend related events averaging 3 events per year spending an average of \$400 per weekend event attended. Ten percent of all visitors enter Montana on motorcycles and 4% spend 1 or more nights in Missoula. This year is the 75th

anniversary of the Sturgis Rally and they are expecting up to 1.5 million riders. Missoula is on a major route for riders coming from the west Coast and those wanting to see Glacier National Park. We will be doing specific niche marketing and website itineraries to market to these riders.

LGBTQIA – LGBTQIA travel is a \$70 billion industry in the US. These travelers average 7 trips annually, 4 leisure and 3 business. Their average age is 48 with a household income of \$50,000 and up. They prefer mid-range hotels that understand their needs and tend to return to areas they feel do the best job of outreach and are safe and relaxing. LGBTQIA travelers look for culture, arts, food and wine, rest and relaxation, and nature is important to women. Of the 17 top cities they tend to visit, Missoula has direct flights into nine.

Music & Entertainment – Over 32 million people in the US travel to attend at least one music festival per year. Of those 32 million, 14.7 million are millennials. Missoula's burgeoning music and entertainment scene is the perfect fit for this niche market. With recent updates to venues such as The Top Hat and The Wilma Theatre, their sound systems, and the addition of two new amphitheatres this year alone, Missoula with its enthusiastic audiences comprised of people as far away as Portland is going to see the music scene explode over the next few years. Destination Missoula is actively partnering with our music venues to market to agents and producers to bring them to Missoula to have a full experience. We will also have staff attending industry trade shows and will be working on a new section of our website that will actively promote the music and entertainment sector of our community.

International – In 2016, the US saw 74.7 million international visitors. These international visitors spent \$153.7 billion. Between 2013 and 2018, international travel to the US is expected to rise between 3.4 to 4.3% annually and by 2018 is projected to encompass 83.9 million visitors. China is currently the largest source of outbound travel in the world and Canada and China are projected to be the top ranking countries for travel growth to the US in the next six years. Given the political climate and policies in the US, it is really unknown what will happen to international visitation in the coming year.

Flight markets – Missoula International Airport was the fastest growing airport in the State of Montana in 2016 with an increase of 9% total traffic, which is double the State average and three times the national average. Missoula is serviced by 5 airlines and 12 non-stop destinations which makes it comparable to much larger cities. Missoula International Airport had a total economic impact of \$537,927,000 in 2016, the second largest in the State. As Missoula is constantly looking for opportunities to bring new service into our city, it is vitally important that we market to any new service areas, as well as our existing direct flight markets to make sure our existing flights remain viable and service only continues to expand.

c. What research supports your target marketing?

Research on each of the existing and emerging markets for Missoula is available from the following sources:

- Montana Office of Tourism - General Travel Statistics
- STR Reports – Missoula specific hotel statistics
- US Travel - Facts and Statistics (www.ustravel.org/news/press-kit/travel-facts-statistics)
- International Trade Administration – US Commerce Department Forecasts Continued Strong Growth for International Travel to the United States – 2014-2019 (<http://travel.trade.gov/tinews/archive/tinews2014/20140407.html>)
- US Travel Industry Fears a "Lost Decade" Under Trump, www.bloomberg.com/news/articles/2017-03-27/u-s-travel-industry-fears-a-lost-decade-under-trump
- Canadian Government travel statistics (<http://www.statcan.gc.ca/start-debut-eng.html>)
- US Department of Commerce, Office of Travel & Tourism Industries – Canadian Travel Statistics (http://travel.trade.gov/outreachpages/inbound.general_information.inbound_overview.html) • Institute of Tourism and Recreation Research (<http://www.itrr.umt.edu/nonres/2016DomCanInterExpend.pdf>)
- 2016 Economic Outlook - Tourism & Recreation Trends & Outlook: Montana's Varied Traveler: A Look into Quarterly Differences [www.bber.umt.edu]
- University of Minnesota Tourism Research Reports – Sustainable Tourism (<http://www.tourism.umt.edu/ResearchReports/MarketSegments/Sustainable>) • Hoteliers – Hotel, Travel & Hospitality News – Report: More Affluent Travelers, More Women Setting Travel Trends (<http://www.4hoteliers.com/features/article/8196>)

- Gutsy Traveler.com – women Travel Statistics – 80% of All Travel Decisions Made By Women (<http://gutsytraveler.com/women-travel-statistics>)

- National Association of Sports Commissions –2016 Sports Tourism: A State of the Industry Report (www.sportscommissions.org)

Sports Business – Spending Big On Kids' Sports? You're Not Alone – www.cnbc.com/2014/01/13/youth-sports-is-a-7-billion-industry-and-growing.html

Sports Tourism: Sleeping Giant of the Tourism Market, Lavonne Wittmann

- Mandala Research, LLC -The American Culinary Travelers 2013 (http://mandalaresearch.com/index.php/purchase-reports/view_document/75-the-american-culinarytraveler-study-?tmpl=component)

- Ontario Culinary Tourism Alliance and Skift – The Rise of Food Tourism, 2015 Special Report, (www.skift.com)

- US Travel – Comprehensive Culinary Travel Survey Provides Insights on Food and Wine Travelers (<http://www.ustravel.org/news/press-releases/comprehensive-culinary-travel-survey-provides-insightsfood-and-wine-travelers>);

- Destination Analysts – The State of the American Traveler – Vol. 17, Jan 2015

- Skift – Megatrends Defining Travel in 2017, Yearbook/Issue:01

- About Tourism – Destination Marketing and the “FOOD” element: A Market Overview ([https:// abouttourism.wordpress.com/tag/culinary-tourism](https://abouttourism.wordpress.com/tag/culinary-tourism))

- Lynn University College of Hospitality Management – Best Practices in Culinary Tourism Development: Models and Applications Domestic and Abroad (www.lynn.edu)

- Kaplan University – Mapping the Study of Motorcycle Tourism (www.kaplanuniversity.edu)

- Motorcycle Tourism – Motorcyclists the PURE Tourist ([http://www.slideshare.net/alig8r/ motorcycle-tourism](http://www.slideshare.net/alig8r/motorcycle-tourism))

- Forbes Magazine – 10 Things You Didn't Know About Gay Travel (<http://www.forbes.com/sites/bethgreenfield/2011/12/14/10-things-you-didnt-know-about-gay-travel>)

- CMI Community Marketing & Insights – 18th Annual LGBT Travel Study ([http://www. communitymarketinginc.com](http://www.communitymarketinginc.com))

Optional: Include attachment here.

Overall Goals

- Increase the demand in Missoula for hotel rooms, attraction visits, concert and festival attendees, package tours, retail sales, restaurant receipts, local transportation and other events and activities that positively affect the economic impact of the local tourism industry.
- Boost the demand for and usage of venues in Missoula for groups and special events that, in turn, draw attendees to stay overnight in Missoula hotels.
- Via the Missoula Sports Commission, recruit, grow and retain sports events in the Missoula area; and continue to expand visibility of Missoula as a premier athletic destination, especially in the youth sports market.
- Gain national and international media exposure for Missoula's diverse attractions, natural environment, rich history and unique personality to further education and understanding of the Missoula product.
- Support and contribute to the enrichment of Missoula's multicultural, performing and visual arts, historic, recreation, education, sports, business and entertainment communities.
- Welcome all visitors, regardless of age, sex, sexual orientation, race, color, national origin, religion, marital status, veteran status or disability.

- Through strong community outreach and with recognized expertise in the tourism industry, actively participate in and contribute to the overall strategic planning for the growth and sustainability of the visitor industry in Missoula.
- Actively seek cooperative community partners to assist Destination Missoula and the Missoula Tourism Business District in meeting the above goals.

Optional: Include attachments here.

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

Destination Missoula strongly believes in the value of coop opportunities with partners in the industry. Many times it is a way to reach markets with a larger message and presence than we can individually. The types of coops that we would like to participate in with the Montana Office of Tourism are:

- Affordable print and digital advertising that include reader service
- Matching funds programs that hit our target markets
- Shoulder season, outdoor, non-winter specific
- Arts and culture
- Entertainment
- Two Nations
- International

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

We also would like to participate in cooperative programs with Glacier Country Tourism and the other Regions and CVBs across the state with the following themes in mind:

- Park to park travel
- Arts and culture travel
- Canadian and international travel

Optional: Include attachment here:

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

We have participated in many cooperative opportunities with industry partners in the past, many of which have been highly successful. Following are some of the more recent coops we have participate in on all levels:

Destination Missoula has participated in the Glacier Country summer and winter coops for a number of years. These coops have been highly successful generating close to 25,000 fresh leads annually. This year Destination Missoula participated in the National Geographic Traveler Coop Match offered by Montana Office of Tourism. This campaign is in the early stages but we have seen 143 inquiries to our call center and 346 clicks to our website.

This year Destination Missoula participated in a Winter COOP with Yellowstone Country to increase our winter print and digital marketing efforts. This campaign delivered over 7376 leads to our call center and 1175 clicks to our website.

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	Website/Internet Development/Updates	Yes	Destination Missoula will use various mediums to promote Missoula as a travel destination, reaching diverse geographic and demographic markets, with the goal of acquiring new and repeat visitors as well as increasing their length of stay and brand awareness.	<p>WWW.DESTINATIONMISSOULA.ORG generated over 569,000 unique visits last year or an 11.2% jump over prior year . Mobile (smart phone) traffic jumped 20% over prior year and mobile (tablet) traffic jumped 12% over prior year. www.MissoulaMeetings.com was redeveloped and re-launched in terms of digital marketing strategy with traffic jumping from 14,860 in prior segment to over 60,000 this fiscal year or a 400% traffic increase. Blog specific traffic rose 32% over prior as we continually added new content of interest to visitors about the community. Canadian traffic overall experienced a 120% increase through a continued strategy to focus and build Canadian traffic to the website. Programmatic targeting as well as paid social targeted ads combined to drive interest to the websites.</p> <p>Continued focus on organic traffic growth helped us achieve 214,199 unique visitor clicks from Google to DestinationMissoula.org up from 77,386 in the prior period. We also pulled in over 3,030 leads from Google listings at the call center to enhance our conversion success with 60 days remaining in track able call center time to increase that number.</p>	<p>Destination Missoula recently completed a redesign of www.destinationmissoula.org. The site is a completely responsive, state-of-the-art website featuring itinerary builders, large photos, and integrated social media, including blogs, Facebook, Twitter, Instagram and Pinterest. We have continued to grow visitation to the site each year by adding fresh content and photos to maintain our main site to inspire travelers. Last year, Destination Missoula completed our redesign of our meetings site, www.missoulameetings.com, to better reflect the Missoula brand, integrate with our main site, and to be a better resource for meeting planners looking to bring a conference or convention to Missoula.</p> <p>PLANNING CONTENT</p> <p>Destinationmissoula.org will continue receive additional content pages targeted on search trends we monitor online, frequently asked questions of the call center staff, and topics that will assist with tourism partnerships and opportunities as they arise. This year, one of the areas we will focus on is supporting Missoula's emerging live music scene and the venues that host performances. Other updates will focus on key planning resources for out-of-state visitors, as well</p>	<p>Success will be measured for the websites by visitor and page views; SEM – key word directed visitors to the website; SEO – visitors, search visitors, non-traditional web visitors, organic placement on Google and other search engines. We would expect to see a 3% growth in website visitation and to add 35,000 new names to our lead database.</p> <p>Our overall goal is grow visitors to the website and related digital resources by optimizing the primary website for search engine searches, maintain weekly monitoring of trending hot keywords and search phrases among the major search engines, and maintain the website with fresh content both text, video, and photography to drive page rank and user access. We will continue to leverage the latest digital audience tools and products.</p> <p>www.destinationmissoula.org received 23% more unique viewers in FY16 over previous year's visitation. We are hoping to grow the number of visitors to the search via search engines and other non-display ad digital media marketing by 15% over prior year.</p> <p>Mobile - Our overall target is to attain 20% growth in the number of visitors using our mobile friendly digital resources, as well as 20%</p>		\$0.00	Yes	

				<p>as the continued integration of social networking components to keep content fresh and easy to share. Our overall goal is visitor growth to the website and related digital resources. This ties into our website marketing, optimization and maintenance and has the same 15% growth target via search and SEO strategies.</p> <p>TRAVEL GUIDE ONLINE</p> <p>The online travel guide provides us with an opportunity to reach International travelers, last minute travelers, and digital friendly travelers with an expanded amount of travel information at a much lower cost than the printed, mailed version of the travel guide. The online version can be viewed online or downloaded as a pdf and printed or viewed on a mobile device. We will continue to provide updates of the online guide and maintain the latest technologies for readers. We will also offer video and website jumps to the digital layout. Our goal is to grow visibility and usage of the print edition guide with the digital friendly version by 10% over prior year.</p> <p>DAILY UPDATES</p> <p>We know that fresh content is key to providing organic SEO for Destinationmissoula.org. We will be stay on top of this by providing daily or weekly updates to events, attractions, and all other trip planning resources as needed by DM. We will also make frequent social posts to ensure that Missoula is top of mind with followers on all social channels. Our overall goal is visitor growth to the website and related digital resources. This strategy ties into our website marketing, optimization and maintenance and has the same 15% growth target via search and SEO strategies.</p>	<p>growth in pages viewed by mobile devices.</p> <p>Expanded Travel Planning Content - Our overall goal is visitor growth to the website and related digital resources. This ties into our website marketing, optimization and maintenance and has the same 15% growth target via search and SEO strategies.</p> <p>Travel Guide Online – Our goal is to grow visibility and usage of the print edition guide with the digital friendly version. Goal is to grow online views of the guide by 10% over prior year.</p> <p>Daily Updates - Our overall goal is visitor growth to the website and related digital resources. This ties into our website marketing, optimization and maintenance and has the same 15% growth target via search and SEO strategies.</p>				
Consumer	Online/Digital Advertising	Yes	Destination Missoula will	Last year we did a series of digital placements including Centro, I-explore,	Destination Missoula will place online digital ads	Success for online digital ads will be measured through	\$10,800.00	Yes	

			use various mediums to promote Missoula as a travel destination, reaching diverse geographic and demographic markets, with the goal of acquiring new and repeat visitors as well as increasing their length of stay and brand awareness.	Facebook, TripAdvisor, and a regional newspaper around our Meet Me in Missoula campaigns twice each year. Overall we were able to drive in 11 million impressions using Centro audience targeted placements generating 36,000 clicks to our DestinationMissoula.org website. We are too early in the campaigns with I-explore to provide meaningful results. Our year round sponsorship of the Missoula page on TripAdvisor.com continues to provide effective traffic generation for us but also valuable search engine organic support. Traffic from TripAdvior.com is up 2.5% to prior year all combined. Regional newspaper and social media paid support of Meet Me in Missoula performed very well this with a 120% increase in inquiries as well as a 42% boost in website traffic from the related campaigns.	targeting diverse geographic and demographic markets showing what is unique about the Missoula area with an emphasis on off-peak and shoulder seasons. Our overall target is to acquire 5% inquiry growth over prior year total inquiry and web visitation numbers via print and digital media placements. Individual digital display ads will aim to perform above a .30% CTR. National average is closer to .08% CTR.	click through rates and impressions; print ads will be measured through unique URL and call center responses. Our overall target is to acquire 5% inquiry growth over prior year total inquiry and web visitation numbers via print and digital media placements. Individual digital display ads will aim to perform above a .30% CTR. National average is closer to .08% CTR.			
Consumer	Photo/Video Library	Yes	Destination Missoula will use various mediums to promote Missoula as a travel destination, reaching diverse geographic and demographic markets, with the goal of acquiring new and repeat visitors as well as increasing their length of stay and brand awareness.	For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan. As per research conducted by MTOT for the Montana brand, we have found that use of large, colorful and unique photography and video creates inspiration for visitors when they are making travel decisions. We use it across all platforms, including web, online, digital and print advertising, and throughout our social media.	Destination Missoula will continue to develop and maintain its photo and video library used for all media. Our goal with photography is to tell our story about the uniqueness of Missoula and the surrounding area. The photography we use will draw visitors in by showcasing the natural beauty and the abundance of recreational opportunities, arts and cultural possibilities and food and libation options you would expect to find in a much larger area. Destination Missoula will purchase high quality, all season photographs and videos and will encourage non-professional photographers to submit their favorite area photo for potential use by DM in marketing Missoula. New and updated photos being used on the website will help to bolster the goal of 15% growth in searches. Destination Missoula worked with Windfall and Matador Network to produce a video promoting Missoula in the Fall shoulder-season, this video reached over 1,300,000 viewers and counting. This summer we will collaborate again to produce a video highlighting Missoula's warm season. We are hoping for similar results in quality and viewership.	Success will be measured by an addition of at least 25 new high quality photographs and one video to the library, and the ability of DM staff to easily catalogue and work with said photo/video. New and updated photos being used on the website will help to bolster the goal of 15% growth in searches.	\$4,000.00	Yes	

Consumer	Search Engine Optimization	Yes	<p>Destination Missoula will use various mediums to promote Missoula as a travel destination, reaching diverse geographic and demographic markets, with the goal of acquiring new and repeat visitors as well as increasing their length of stay and brand awareness.</p>	<p>For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan. ITRR research shows that 37% of visitors to Missoula use search engines to help plan their trip and 11% use travel websites. Last year we had 1,161 leads collected from keyword purchases. Google represented 159,354 total referral unique visits to DestinationMissoula.org thus far in the marketing year with two full months to go. Google traffic also spent over 2.32 minutes on the site per visit consuming 3 pages per visit of content. Additional search engine marketing captured another 38,381 unique visitors spending over 3 minutes on average on the site and consuming over 3 pages of content per session. Overall we captured over 6,000 inquiries from Google and related search engine marketing during the campaign year.</p>	<p>Destination Missoula will aggressively optimize and modify website source code meta tags to ensure best possible placement on major search engines and to promote organic SEO. Our overall goal is visitor growth to the website and related digital resources. This strategy ties into our website marketing, optimization and maintenance and has the same 15% growth target via search and SEO strategies.</p>	<p>Success will be measured for the websites by visitor and page views; SEO – visitors, search visitors, non-traditional web visitors, organic placement on Google and other search engines. We would expect to see a 3% growth in website visitation and to add 35,000 new names to our lead database. Our overall goal is visitor growth to the website and related digital resources. This ties into our website marketing, optimization and maintenance and has the same 15% growth target via search and SEO strategies.</p>		\$3,000.00	Yes	
Consumer	Search Engine Marketing	Yes	<p>Destination Missoula will use various mediums to promote Missoula as a travel destination, reaching diverse geographic and demographic markets, with the goal of acquiring new and repeat visitors as well as increasing their length of stay and brand awareness.</p>	<p>For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan. ITRR research shows that 37% of visitors to Missoula use search engines to help plan their trip and 11% use travel websites. Last year we had 1,161 leads collected from keyword purchases. Google represented 159,354 total referral unique visits to DestinationMissoula.org thus far in the marketing year with two full months to go. Google traffic also spent over 2.32 minutes on the site per visit consuming 3 pages per visit of content. Additional search engine marketing captured another 38,381 unique visitors spending over 3 minutes on average on the site and consuming over 3 pages of content per session. Overall we captured over 6,000 inquiries from Google and related search engine marketing during the campaign year.</p>	<p>Keywords will be purchased in Google to promote destinationmissoula.org as an online tourism resource for Montana. We will also pursue content marketing, SEO friendly opportunities with major marketing partners such as Madden Media, Matador, Trip Advisor and others. Our overall goal is visitor growth to the website and related digital resources. This strategy ties into our website marketing, optimization and maintenance and has the same 15% growth target via search and SEO strategies. (See attached Appendix A for complete keyword list).</p>	<p>Success will be measured for the websites by visitor and page views; SEM – key word directed visitors to the website; SEO – visitors, search visitors, non-traditional web visitors, organic placement on Google and other search engines. We would expect to see a 10% growth in website visitation and to add 35,000 new names to our lead database over the marketing year.</p>		\$0.00	Yes	
Consumer	Print Advertising	Yes	<p>Destination Missoula will use various mediums to promote Missoula as a travel destination, reaching diverse geographic and</p>	<p>For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan. Although conversion on print ads can be hard to estimate, we feel that it is important to have placement in our direct drive and flight markets to stay top of mind as a travel destination. A recent successes is doing cooperative print advertising with MTOT driving in over 3,300 inquiries. We use distinct</p>	<p>Destination Missoula will place print advertising in a variety of publications targeting diverse geographic and demographic markets showing what is unique about the Missoula area with an emphasis on off-peak and shoulder seasons. Our overall target is to acquire 5% inquiry growth over prior year total inquiry and web visitation</p>	<p>Print ads will be measured through unique URL and call center responses.</p> <p>Our overall target is to acquire 5% inquiry growth over prior year total inquiry and web visitation numbers via print media placements. Individual digital display ads will aim to perform above a</p>		\$60,000.00	No	

			demographic markets, with the goal of acquiring new and repeat visitors as well as increasing their length of stay and brand awareness.	URLs for each of our print advertisements to measure our results.	numbers via print and digital media placements. Individual digital display ads will aim to perform above a .30% CTR. National average is closer to .08% CTR.	.30% CTR. National average is closer to .08% CTR.				
Consumer	Opportunity Marketing	Yes	Destination Missoula will create and provide essential tools and facilities in order to maximize marketing opportunities and partnerships. Destination Missoula will also stay abreast of industry trends and regulations and focus on increasing destination conversion.	For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan.	Destination Missoula will set aside funds to participate in marketing opportunities that come up through-out the year that were not available at the time this Marketing Plan was written.	Success measures will vary depending on the segment of the projects participated in.		\$8,366.00	Yes	
Consumer	Electronic Adv - Newsletter, E-blast	Yes	Destination Missoula will use various mediums to promote Missoula as a travel destination, reaching diverse geographic and demographic markets, with the goal of acquiring new and repeat visitors as well as increasing their length of stay and brand awareness.	We boosted the number of email messages sent to our consumer database that has grown from 101,000 in the prior year to 158,000 this year. We had a mixture of targeted email blasts that hit open rates above 20% and small e-blasts for specific events and promotions that topped 15% open rate conversion both we feel were strong compared to industry averages. Our repeat email paid newsletter partnership with Yellowstone Journal again reached 29% open rates to 55,000 recipients, with a click thru rate above 4%. We are still in the process of collecting leads from the project but have already topped 10,600 leads again for the year.	Four targeted seasonal electronic email campaigns will remind previous website visitors to visit Missoula and to revisit the website for new content on the latest activities and attractions. Email mini-eblasts will focus on major events and happenings in Missoula to our loyal marketing database of contacts. Our goal is a 15% open rate overall on the 4 email blasts and add to the email marketing list an additional 10,000 recipients. We will focus on growing our overall open rate by 2% and the click thru rate from the email messaging by 5% during the marketing year.	Success will be measured through open rates, click through rates, and bounce rates. Our goal is a 15% open rate overall on the 4 email blasts and add to the email marketing list an additional 10,000 recipients. We will focus on growing our overall open rate by 2% and the click thru rate from the email messaging by 5% during the marketing year.		\$21,000.00	No	

Consumer	Joint Ventures	Yes	Destination Missoula will create and provide essential tools and facilities in order to maximize marketing opportunities and partnerships. Destination Missoula will also stay abreast of industry trends and regulations and focus on increasing destination conversion.	For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan.	Destination Missoula will set aside funds to participate in joint venture opportunities with the Montana Office of Tourism, Glacier Country Tourism and other CVBs/Regions that come up through-out the year that were not available at the time this Marketing Plan was written.	Success measures will vary depending on the segment of the project participated in.		\$12,000.00	No	
Group Marketing	Electronic Adv - Newsletter, E-blast	Yes	Destination Missoula will use traditional media, social media and direct sales to stimulate interest in Missoula as a group travel destination.	We did try a number of email marketing strategies that were hit and miss during the fiscal year. Leads collected on Missoulameetings.com provided open rates above 18% during the year why lead collected from Group focused media placements remained lower coming in around 12% during the year.	Destination Missoula will send out 2 meeting and 1 sports e-blast to targeted meeting planners and sports and event planners reminding them why Missoula is a unique destination for meetings and events. We will continue to develop and maintain our main site, as well as our newly redesigned www.missoulameetings.org and www.playmissoula.org to increase the perception of the Missoula area as a primary tourist and meetings destination. We will redesign playmissoula.org this year.	<p>Success will be measured through open rates, click through rates, and bounce rates.</p> <ul style="list-style-type: none"> • 2 Meeting blasts will have a goal of 12% open rate • 1 Sports blast will have a goal of 12% open rate <p>Our goal last year was 10% webpage traffic growth over prior year average visitor numbers for both missoulameetings.com and playmissoula.com. Prior to the redesign Missoulameetings.com was averaging about 8,696 visitors annually. This year we have received 42,911 visitors as of March 31,2017. Our goal is to continue this growth phase. We would like to increase 15% of current numbers.</p>		\$0.00	Yes	
Group Marketing	Fam Trips	Yes	Destination Missoula will use traditional media, social media and direct sales to stimulate interest in Missoula as a group	For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan. Familiarization trips give us the ability to work directly with targeted meeting planners to highlight and give them the unique Missoula experience. Having the actual experience of a destination meeting and event planners are much more likely to recommend that destination because they are	Destination Missoula will arrange a minimum of one (1) FAM trip specifically targeting meeting planners. The trip will be designed to highlight what is truly unique about Missoula as a meeting destination specifically during off peak and shoulder seasons. This trip may be arranged solely or in	Success will be measured through participation rate, amount of resulting earned media and bookings.		\$0.00	Yes	

			travel destination.	assured of the experience their clients will receive.	partnership with Glacier Country Tourism and/or the Montana Office of Tourism other tourism organizations, local organizations and private businesses.					
Group Marketing	Online/Digital Advertising	Yes	Destination Missoula will use traditional media, social media and direct sales to stimulate interest in Missoula as a group travel destination.	Last year we completed a successful national campaign after success the previous year. We generated 1 million impressions in total from the campaigns and achieved over 7,600 clicks from the campaigns. A .76 CTR was again a strong showing compared to national averages for similar kinds of messaging. We focused additional keyword purchase on Missoulameetings.com that generated another 1800 clicks to the website as well as additional social media focus generating over 1,000 clicks to the new meetings online content.	Destination Missoula will place online digital ads targeting diverse geographic and demographic group travel markets showing what is unique about the Missoula area with an emphasis on off-peak and shoulder seasons.	Success for online digital ads will be measured through click through rates and impressions. For this niche group our goal is perform above .15% CTR. National average is about .08% CTR. Overall this will help us achieve 10% overall group meeting website traffic to prior year.		\$0.00	Yes	
Group Marketing	Print Advertising	Yes	Destination Missoula will use traditional media, social media and direct sales to stimulate interest in Missoula as a group travel destination.	Association News, DMAI Special Issue, Meetings News Northwest 2x, SportsEvents, Sports Destination Management were all part of the print based groups marketing strategy. We also invested in a rewrite and production of group sales materials. We attended Travel and Words in Salem, Oregon in April, 2017 in a combination leisure travel and group travel marketing outreach, leveraging our marketing spending to also target publicity opportunities. Conversion for these kinds of investments is not as clear as leisure but we did monitor MissoulaMeetings.com traffic which grew over 400% during the year.	Destination Missoula will place print advertising in a variety of publications targeting diverse geographic and demographic group travel markets, meeting planners and event coordinators showing what is unique about the Missoula area with an emphasis on off-peak and shoulder seasons.	Print ads will be measured through unique URL and call center responses. Our overall goal is a 3% inquiry growth over prior year total inquiry and web visitation numbers via print and digital media placements. Individual digital display ads will aim to perform above a .20% CTR. National average is closer to .08% CTR. URL used in the ads will help contribute to the 10% growth, as well as a goal of direct inquiries to Group Marketing staff position.		\$0.00	Yes	
Group Marketing	Social Media	Yes	Destination Missoula will use traditional media, social media and direct sales to stimulate interest in Missoula as a group travel destination.	36,655 Facebook Likes – They generated over 71,000 clicks to the website in FY17 7,500 Instagram Followers 5,852 Twitter Followers 789 Pinterest Followers 12,141 Monthly Blog Unique Visits 77 Google+ Followers Marketing Fulfillment/Telemarketing We produced 100,000 visitor guides in FY17 with the call center distributing 80,000 visitor guides during the marketing year. Guides were distributed via call center processing to callers, emailers, live chat requests,	Destination Missoula will continue to create a social media marketing strategy with a unified voice and message across all social media platforms which can be used to specifically target group travelers, meeting and event planners.	Success will be measured by social media engagement, including followers, likes, shares and web visitation from social media. Last year Destination Missoula released a Snapchat geofilter. When Snapchat users are in the area, the Missoula-specific geofilter becomes available. In FY16 DM's social media efforts generated 43,665 visitors to the website over 17,085 in FY15. Our goal is 45,000 Facebook fans and a 30% growth in Twitter, Instagram and Pinterest.		\$0.00	Yes	

				reader service leads, cooperative partnership leads, to trade shows and targeted hot spots such as the airport, Southgate Mall and Mamalode local racks. Certified Folder distributed the rest of the visitor guides regionally to their high traffic tourism information locations.						
Group Marketing	Travel/Trade Shows	Yes	Destination Missoula will use traditional media, social media and direct sales to stimulate interest in Missoula as a group travel destination.	For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan. Destination Missoula attends seven tradeshow throughout the year, giving our staff the ability to meet directly with meeting and event planners to give them the understanding of what makes Missoula a unique destination for their group. It also gives them the assurance that a highly trained and knowledgeable staff will be able to help them throughout the planning and implementation process for their event. These one on one sales sessions are highly effective in obtaining qualified leads.	Destination Missoula, in partnership with the Missoula Tourism Business Improvement District, will attend a variety of meeting and convention, sports and event, and tour and group travel shows to increase exposure of Missoula as a group travel destination.	Success will be measured through number of qualified leads and RFPs resulting from attendance at said trade shows.		\$0.00	Yes	
Group Marketing	Group Marketing Personnel	Yes	Destination Missoula will use traditional media, social media and direct sales to stimulate interest in Missoula as a group travel destination.	For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan. It is essential for DMOs to have highly trained group marketing personnel to attend trade shows, work with area venues and community partners, follow-up and stay in communication with meeting and event planners, and to guide and troubleshoot for events when they do come to your destination. It creates an atmosphere of trust in both the community and meeting/event planners and ensures that events are successful.	<ul style="list-style-type: none"> • Provide sales support through research; subscribing to Destination Marketing Association International's EmpowerMINT; maintaining and enhancing our trade show booth as necessary and production of sales materials. • Increase sales staff industry knowledge through attendance at key industry conferences, such as National Association of Sport Commissions and Destination Marketing Association International continuing education. • Collaborate with the Destination Missoula Sports Commission in spreading awareness of Missoula Tourism Business Improvement District 	Success will be measured by an increase in the number of meetings and events held in Missoula annually, the number of new leads produced from campaigns and show attendance and the number of grants applied for and the economic impact of those events on the community. Last year, our sales staff attended 8 trade shows with 569 direct contacts producing 21 RFPs, 25 leads generated and 44 new prospects/leads, and the Missoula Tourism Business Improvement District provided grants to 6 cultural and sporting events providing a total economic impact to Missoula of \$4.6 million.		\$0.00	Yes	

					<p>grant funding for new and existing events and application assistance.</p> <ul style="list-style-type: none"> • Work to create or support new events in the Missoula area. 					
Marketing Support	Administration	Yes	<p>Destination Missoula will create and provide essential tools and facilities in order to maximize marketing opportunities and partnerships. Destination Missoula will also stay abreast of industry trends and regulations and focus on increasing destination conversion.</p>	<p>For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan.</p>	<p>Funding for operations, key personnel and services in order to provide the best experience for visitors to our community, and highly trained staff that is knowledgeable on industry trends and how to implement them to the advantage of the Missoula market.</p>	<p>Success will be measured through visitor center contacts, materials distributed, attendance at educational conferences, annual reviews and evaluations.</p>		\$46,800.00	Yes	
Marketing Support	DMAI	Yes	<p>Destination Missoula will create and provide essential tools and facilities in order to maximize marketing opportunities and partnerships. Destination Missoula will also stay abreast of industry trends and regulations and focus on increasing destination conversion.</p>	<p>For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan. Professional development in all departments keeps our staff on top of new travel trends and able to be proactive in marketing, instead of reactive. It also gives our staff a chance to network with similar DMO's to learn best practices and make connections across the country. DMAI also gives our staff access to the latest travel research. A more professional and knowledgeable staff leads to more leads, conversion and ultimately longer, unforgettable stays in your community.</p>	<p>Staff attendance at DMAI niche and Annual Conferences in order to stay abreast of industry trends and how to incorporate them in our market.</p>	<p>Success will be measured by conferences successfully attended.</p>		\$6,000.00	Yes	
Marketing Support	Fulfillment/Telemarketing	Yes	<p>Destination Missoula will create and provide</p>	<p>For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan. We produce 115,000 guides each</p>	<p>Destination Missoula will provide the following services through our fulfillment company:</p>	<p>Our overall goal is to improve by 5% the number of inquiries handled at the call center. A 3% increase sets our goal at</p>		\$54,500.00	Yes	

essential tools and facilities in order to maximize marketing opportunities and partnerships. Destination Missoula will also stay abreast of industry trends and regulations and focus on increasing destination conversion.

year. The call center distributed 72,000 travel guides to callers, e-mail requests, reader service, Online Guestbook, and social media requests. The call center also delivers guides to trade shows, Southgate Mall, the Missoula International Airport and a dozen other locations throughout the City. The guide is also delivered through Certified Folder from Glacier to Yellowstone Park and west to Spokane. The call center staff also maintain social media content, provide all data entry of guide requests, and detailed travel planning and counseling assistance to potential visitors. Recent studies by Temple University Laboratory for Tourism & eCommerce and Western Association of CVBs shows that use of an official travel guide increases the length of stay by 1.9 days, the average reader's income is \$93,030, with a mean age of 53.3. Although most are baby boomers, a full 20% of readers are millennials.

- Provide potential visitors with information they have requested 5 days a week (24/7 ordering capabilities provided). Expanded hours for peak inquiry periods and large scale campaigns.
- Execute a central clearing house for management, fulfillment, and tracking of all inquiries via email, telephone, live helper chat, fax, mail and reader response cards.
- Provide targeted extension numbers for better tracking of print media, as well as special URLs for web response measurement. We have also boosted our capabilities to provide additional website tracking of visitors who order visitor guides to help us provide even more tracking on where inquiries are coming from.
- Provide a customizable database to track additional traveler interest and preferences. Utilize the database to provide sample call backs to ensure guide arrived timely for consumers.
- Provide timely fulfillment of travel guides and electronic mail responses.
- Provide additional travel planning assistance to visitors needing help with directions, weather conditions and attraction and lodging details.
- Maintain quality data in the consumer database and back up the data daily for protection.
- Provide storage and local and national distribution of the guides via call center and local tourism business requests for guides.
- Integrate call center with web 2.0 opportunities to place questions and answers and other valuable dialog with consumers Online to assist website based travel planners.
- Provide social media content support and tracking information – Facebook, Twitter, Pinterest. A major

63,063 inquiries up from 61,226 in 2014.

A major share of the travel guides will come into and be distributed by the call center/fulfillment center. Over 60,000 travel guides will be sent from the call center to direct inquiries from print, digital, social media, and related travel guide requests. The call center will ship the travel guides using the latest requirements with the US Postal Service. They will ship guides to the United States and Canada but will restrict guides requested outside those areas to only special mailing circumstances approved by the Director. In those cases we push visitors when possible to the online guide version.

					share of the travel guides will come into and be distributed by the call center/fulfillment center. Over 60,000 travel guides will be sent from the call center to direct inquiries from print, digital, social media, and related travel guide requests. The call center will ship the travel guides using the latest requirements with the US Postal Service. They will ship guides to the United States and Canada but will restrict guides requested outside those areas to only special mailing circumstances approved by the Director. In those cases we push visitors when possible to the online guide version. Our overall goal is to improve by 5% the number of inquiries handled at the call center. Call Center inquiries increased 31% in FY16 over previous year's inquiries.					
Marketing Support	TAC/Governor's Conference meetings	Yes	Destination Missoula will create and provide essential tools and facilities in order to maximize marketing opportunities and partnerships. Destination Missoula will also stay abreast of industry trends and regulations and focus on increasing destination conversion.	For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan.	Destination Missoula will set aside funds for key personnel to attend TAC meetings and the annual Governor's Conference on Tourism in order to stay abreast of industry rules, regulations and trends.	Success will be measured by meeting and conference attendance and incorporation of new rules, regulations and trends in daily operations of Destination Missoula.		\$2,000.00	Yes	
Marketing Support	VIC Funding/Staffing/Signage	Yes	Destination Missoula will create and provide essential tools and facilities in order to maximize marketing opportunities	For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan. ITRR research shows that 26% of visitors to Missoula used the VIC staff and information and 30% use brochure rack information. Personal interaction with travel counselors increases the ability to tailor a visitor's experience, give them many options of what to see and do in a community that they would	DM will maintain a full-time, year-round travel counselor for our VIC during regular office hours, whose responsibilities may include but are not limited to: • Responding to tourism inquiries in person, via phone, e-mail, fax and letter.	Success will be measured by the increase in the length of visitor stays and satisfaction, brand awareness, increased visitation to VICs, and public education of Missoula as a travel destination.		\$32,591.00	Yes	

and partnerships. Destination Missoula will also stay abreast of industry trends and regulations and focus on increasing destination conversion.

not otherwise have known about, and increases the length of their stay.

- Compiling and inputting data into the computer regarding information on visitation, calendar of events, local hotels and other related tourism businesses. Destination Missoula will use a professional CRM system to track this information.
- Making lists of businesses to contact about tourism concerns.
- Researching information for guests. Order, storing and stocking brochures and maps from attractions, hotels, and other tourism related businesses. Destination Missoula will use professional CRM system to inventory and track our brochure usage.
- Maintaining the VIC area.
- Conceiving and developing area wide tours and support materials for same.
- Serving as support staff for the Montana visitor information website.
- Maintaining VIC scheduling and payroll.
- Produce training and other familiarization activities with all the attractions in their area for frontline staff in order to give the visitor a more personal and knowledgeable view of what Missoula has to offer.
- Maintaining a thorough knowledge of the content of all Montana guides and brochures, which the VIC has in our racks, and area-wide special events and be able to intelligently converse with visitors of all ages. VIC staff should know road conditions, any construction areas and suggested alternate routes. Staff should also be aware of alternative things to do in case of weather conditions. DM will also hire staff during peak visitor seasons to cover our VIC during non-office hours:
- Staff will assist visitors for two hours after building closing time, Monday through Friday, and for eight hours

					<p>Saturday and five hours Sunday, from July 1 through the end of September 2017, and May 1 through June 30, 2018. Staff will be given a training period with full time staff present and also have an additional 120 hours that may be used throughout the year to cover during large events with busy visitation and for full time staff vacations.</p> <ul style="list-style-type: none"> • Staff will keep statistics about how many visitors requested information and home states of visitors • Staff will keep track of the number of bulk requests filled. • VIC staff may also be asked to package visitor packets for bulk requests from conventions, meetings and other groups. These hours are not covered by the Destination Missoula regular staff. We want to be sure visitors feel welcome and know what is available to them, even if they arrive outside our regular hours. <p>Destination Missoula has seen steady increases in visitor use of our official Visitor Information Centers with a 1.2% increase over 2015/16. The downtown VIC had over 3,965 visitors from all US States and 4 countries. We continue to partner with the Missoula International Airport with a Visitor Information Center at the airport. This VIC services thousands of visitors annually. Destination Missoula will create highly visible signage for the outside of our main visitor center, and signage within the visitor center to help direct visitors to the information they are looking for.</p>				
Marketing Support	Crisis Management	Yes	Destination Missoula will create and provide essential tools and facilities in order to	For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan. The ability to respond quickly to a crisis is of utmost importance. Having a local, regional and state crisis management policy in place and being able to put resources forward	Destination Missoula will actively participate with the Tourism Advisory Council, Montana Office of Tourism, Glacier Country Tourism and other tourism organizations in educational programs and crisis management issues	Success measurements will vary greatly based on the crisis. Destination Missoula will be proactive in helping to resolve the crises, will maintain an updated crisis communication plan to meet all needs, will provide rapid	\$100.00	No	

			maximize marketing opportunities and partnerships. Destination Missoula will also stay abreast of industry trends and regulations and focus on increasing destination conversion.	immediately to help manage our message, move visitors safely throughout our state and give them up to date information and alternatives has proven to be essential.	related to the promotion of tourism.	communication via the call center, social media, website and with the media.				
Marketing Support	Research	Yes	Destination Missoula will create and provide essential tools and facilities in order to maximize marketing opportunities and partnerships. Destination Missoula will also stay abreast of industry trends and regulations and focus on increasing destination conversion.	For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan. Our use of STR Reports and EmpowerMint are essential tools to assess our market growth from both the leisure and group market standpoints and provide us with benchmarks for our planning process for the following year. It also allows us to give firm statistics of the value of a DMO in a community. We do not feel that we have adequate visitor information at the city level, as our ITRR information for Missoula is 10 years old. We will therefore be commissioning a research company to help Missoula adequately assess our visitors and provide us with the in-depth knowledge that we need to be specific in our target marketing.	In order to track Missoula's occupancy rates, understand the results of key marketing campaigns, including advertising and event promotion, and our conversion rates, Destination Missoula will use the following tools: <ul style="list-style-type: none"> • DM will continue to purchase appropriate Smith Travel Reports in order to track Missoula city occupancy rates, average daily rates, averages and changes in the Missoula hotel market. This will aid DM in understanding the Missoula market, to identify times of need, and to develop niche marketing opportunities to increase occupancy. • DM will work with major event and conference planners, organizations and individuals to establish the economic impact of such events and conferences during 2017-18 through the DMAI Economic Impact Calculator. During 2015-16, DM was able to establish over \$4.6 million in economic impact from funded events throughout the year. Missoula will also be creating a new, updated campaign to bring awareness to the community of the impact of such events on our community. • DM will continue with its implementation web trends and survey tools to measure inquiries, actual visitations, visitor satisfaction, and feedback in order to identify marketing successes, areas 	Success will be measured by awareness of industry and specific community trends, ability to specifically define and increase target markets, and conversion rates.	\$0.00	Yes		

					<p>needing improvement or misperceptions about Missoula and the surrounding area, and to raise community awareness of tourism as an economic driver. DM will create a short survey to be filled out with the guest book at DM VICs.</p> <p>• DM, in partnership with TBID, will hire a research company to look at visitation trends, rates and conversion rates specific to Missoula. This year DM worked with local researchers to have surveyors at some of the largest events in Missoula in order to better understand what is bringing people to town, what they like to do in Missoula, and where they are spending their money. We will not have full statistics on these numbers until after this report is submitted but will have them for our Annual Report and Annual Meeting.</p>				
Marketing Support	Digital Asset Management/Aquisition	Yes	<p>Destination Missoula will create and provide essential tools and facilities in order to maximize marketing opportunities and partnerships. Destination Missoula will also stay abreast of industry trends and regulations and focus on increasing destination conversion.</p>	<p>For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan. ITRR research shows visitors to Missoula used the VIC staff and information as well as use brochure rack information. Personal interaction with travel counselors increases the ability to tailor a visitor's experience, give them many options of what to see and do in a community that they would not otherwise have known about, and increases the length of their stay.</p>	<p>Destination Missoula will purchase software and a user license from SimpleView. This will enable our Visitor Information Center Travel Counselor to track visitors with greater accuracy and an ability to generate much more detailed visitor reports. The software will create a simple form that visitors can type their information into on an iPad. The information will automatically be inputted into our database, thereby saving our staff time with data entry. We have outgrown our current system for tracking visitors and need a more dedicated and dynamic solution for tracking visitors.</p>	<p>Success will be measured by the increase in accuracy and detailed reporting of travelers visiting the VIC. We'll be able to use the data to further focus our marketing efforts as well.</p>	\$3,600.00	Yes	
Publicity	Fam Trips	Yes	<p>Destination Missoula will use the latest social media in combination with traditional media to increase</p>	<p>For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan. Familiarization trips give us the ability to work directly with targeted writers to highlight and give them the unique Missoula experience. We work closely with Glacier Country Tourism on being an integral part of all press and</p>	<p>Destination Missoula will arrange a minimum of one (2) FAM trip highlighting arts and culture, recreational opportunities and food and beverage. The trips will be designed to draw attention to what is truly unique about Missoula specifically during off peak and shoulder seasons.</p>	<p>Success will be measured through participation rate and amount of resulting earned media.</p>	\$0.00	Yes	

			brand exposure with proactive strategic messaging.	FAM trips to keep give Missoula national exposure.	This trip may be arranged solely or in partnership with Glacier Country Tourism and/or the Montana Office of Tourism other tourism organizations, local organizations and private businesses.					
Publicity	Marketing/Publicity Personnel	Yes	Destination Missoula will use the latest social media in combination with traditional media to increase brand exposure with proactive strategic messaging.	For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan. With markets as competitive as they are today, it is essential to have highly trained staff to creatively market and publicize our area to stay top of mind as a travel destination. It creates brand control and community cohesion.	<p>Marketing/Publicity Personnel – Destination Missoula will continue a part-time, year-round marketing staff position, whose responsibilities may include, but will not be limited to:</p> <ul style="list-style-type: none"> • Help conceive and develop strategies to market Missoula as a destination. • Research and maintain demographic and geographic data in order to most effectively market Missoula. • Work with area meeting and convention facilities, Montana Office of Tourism, Glacier Country and other interested parties to partner to market Missoula and the surrounding area. • Create printed materials to market Missoula. • Work with area hotels and partner businesses to help increase funding sources for use in marketing Missoula and the surrounding area. • Help plan and conduct FAMS. 	Success will be measured by having up-to-date databases and statistics, marketing materials, strategies, success of cooperative work between industry partners in marketing Missoula and surrounding areas and satisfaction of participants in various FAMS to be conducted throughout the year. Success will also be measured by DM's ability to maintain and increase funding sources.		\$18,748.00	Yes	
Publicity	Press Promotions/Media Outreach	Yes	Destination Missoula will use the latest social media in combination with traditional media to increase brand exposure with	Destination Missoula used a combination of social influencer outreach and social media targeted posts to create publicity opportunities. Influencer outreach resulted in high value publicity acquisition from publications such as Parade Magazine, New York Times, LA Times, Outside, Backpacker, National Geographic Travel, Northwest Travel, Meetings Northwest, and a host of targeted blogs, social media pages, and emerging social media technologies	Destination Missoula and the Missoula Tourism Business Improvement has contracted and partnered with Windfall for public relations services. These services include production of a media/press kit to include interchangeable information on sports, group travel, events and conference planning, press releases and story pitches to appropriate publications in our drive and	Success will be measured by participation rate and amount of earned media. Our digital influencer recruitment strategy will be boosted by the use of Cision for prospecting and earned media tracking.		\$9,995.00	Yes	

			<p>proactive strategic messaging.</p>	<p>were impacted such as SnapChat, Facebook Live, and more. We launched the first Montana tourism SnapChat Filter which has generated over 100,000 engagements this fiscal year. We hosted as the primary provider or partnered with Glacier Country and other CVBs to engage over 141 influencers during the fiscal year. We covered influencers on site in Seattle and San Francisco, as well as attended Travel and Words with Northwest Travel Magazine where we engaged journalists and influencers directly in solo interviews. We sent out over 50 media kits to prospective media influencers during the year and utilized Cision to carefully monitor Missoula significant press coverage.</p> <p>We also utilized blog content strategic planning to harness positive publicity about Missoula we were able to identify and witnessed other key stakeholders such as Missoula Economic Partnership, Missoula Area Chamber of Commerce, University of Montana, and even Missoula Parks and Recreation and the City of Missoula re-post, retweet, and share out updates to over 1 million additional potential readers during the year.</p>	<p>direct flight markets. These story lines will be directed to appropriate writers and publications to bolster our paid media endeavors and meet our goal of driving shoulder season business. Missoula will produce press boxes that will be sent directly to niche influencers that we want to attract to Missoula. These boxes will serve as a unique and fun introduction to Missoula and our PR team. Destination Missoula is partnering with the music venues in Missoula to help promote our emerging live-music scene. We will arrange and execute a press trip with music-focused travel writers to help get the word out about music in Missoula and to entice music lovers to travel to Missoula to experience it for themselves.</p>					
Publicity	Social Media	Yes	<p>Destination Missoula will use the latest social media in combination with traditional media to increase brand exposure with proactive strategic messaging.</p>	<p>36,655 Facebook Likes – They generated over 71,000 clicks to the website in FY17</p> <p>7,500 Instagram Followers</p> <p>5,852 Twitter Followers</p> <p>789 Pinterest Followers</p> <p>12,141 Monthly Blog Unique Visits</p> <p>77 Google+ Followers</p> <p>We delayed our video production with Matador after a massively well received initial video segment last year. We are waiting until June to produce the next video so we can include two new music venues and the completed Fort Missoula Regional Park. The new music venues include the Kettlehouse Ampitheatre in partnership with Logjam presents, and the Big Sky Brewing Amphitheatre in partnership with Knitting Factory Productions. We already have three media influencers scheduled for early visits to June shows at the venues to garner additional publicity.</p>	<p>Destination Missoula will continue to create a social media marketing strategy with a unified voice and message across all social media platforms.</p>	<p>Success will be measured by social media engagement, including followers, likes, shares and web visitation from social media.</p> <p>Our goal is 50,000 Facebook fans by the end of the 2017-2018 marketing plan period. That would be a jump from 35,474 currently. Our Social media strategy for Facebook has been very successful this current year growing our Facebook audience almost 28%. We will also grow Twitter and Instagram followers by 30% over prior year period.</p>		\$0.00	Yes	

Marketing Method Budget

Marketing Segment	Marketing Method	Bed tax funded budget	Non bed tax funded budget
Consumer	Photo/Video Library	\$4,000.00	\$0.00
Consumer	Online/Digital Advertising	\$10,800.00	\$0.00
Consumer	Electronic Adv - Newsletter, E-blast	\$21,000.00	\$0.00
Consumer	Print Advertising	\$60,000.00	\$0.00
Consumer	Search Engine Marketing	\$0.00	\$0.00
Consumer	Search Engine Optimization	\$3,000.00	\$0.00
Consumer	Website/Internet Development/Updates	\$0.00	\$0.00
Consumer	Joint Ventures	\$12,000.00	\$0.00
		\$110,800.00	\$0.00
Group Marketing	Electronic Adv - Newsletter, E-blast	\$0.00	\$0.00
Group Marketing	Fam Trips	\$0.00	\$0.00
Group Marketing	Online/Digital Advertising	\$0.00	\$0.00
Group Marketing	Print Advertising	\$0.00	\$0.00
Group Marketing	Social Media	\$0.00	\$0.00
Group Marketing	Travel/Trade Shows	\$0.00	\$0.00
Group Marketing	Group Marketing Personnel	\$0.00	\$0.00
		\$0.00	\$0.00
Marketing Support	Administration	\$46,800.00	\$0.00
Marketing Support	DMAI	\$6,000.00	\$0.00
Marketing Support	Fulfillment/Telemarketing	\$54,500.00	\$0.00
Marketing Support	Opportunity Marketing	\$8,366.00	\$0.00
Marketing Support	TAC/Governor's Conference meetings	\$2,000.00	\$0.00
Marketing Support	VIC Funding/Staffing/Signage	\$32,591.00	\$0.00
Marketing Support	Crisis Managment	\$100.00	\$0.00
Marketing Support	Joint Ventures	\$0.00	\$0.00
Marketing Support	Digital Asset Management/Aquisition	\$3,600.00	\$0.00
		\$153,957.00	\$0.00
Publicity	Fam Trips	\$0.00	\$0.00
Publicity	Marketing/Publicity Personnel	\$18,748.00	\$0.00
Publicity	Press Promotions/Media Outreach	\$9,995.00	\$0.00
Publicity	Social Media	\$0.00	\$0.00
		\$28,743.00	\$0.00
		\$293,500.00	\$0.00

Miscellaneous Attachments

File Name	Description	File Size
Coop Pie Chart.docx (2.8 MB)	Coop Pie Chart	2.8 MB
DM_2017-18 Marketing Plan_Final.pdf (2.9 MB)	Destination Missoula Marketing Plan	2.9 MB

Reg/CVB Required Documents

File Name	Description	File Size
Signed Required Documents.pdf (402 KB)	Signed Required Documents	402 KB
