



Grant Details

68892 - FY19 Region/CVB Marketing Plan

72783 - FY19 Destination Missoula Marketing Plan

DOC Office of Tourism

Grant Title: FY19 Destination Missoula Marketing Plan
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Contract Dates

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Project Dates 07/01/2018

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Comments
Amendment 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?

Destination Missoula is committed to upholding the Montana State Tourism brand pillars while promoting Missoula as a unique and transcendent destination where wanderlust is indulged and discovery is a given.

As we market Missoula, we play to its strengths, of which there are quite a bit. We also think ahead, and take into account opportunities on the horizon that we can use to our advantage. We keep our eyes open to inevitable challenges and work toward solving them efficiently and effectively. And we do it all with a foundation of pure gratitude that we get to live in and tout such an exceptional place.

In a valley that unfolds at the confluence of three rivers and seven wilderness areas, Missoula, Montana is anything but ordinary. Here, nature inspires a philosophy of slowing your pace to mountain time and living out loud, taking it all in. Adventure is always top of mind in this paradise where recreation is second to none and a balanced and full life is priority number one.

Missoula is the second-largest city in Montana, but to those visitors from large urban areas, Missoula is a vibrant, eclectic and authentic small town bursting with charm and personality, perfectly situated halfway between our state's two awe-inspiring treasures—Glacier and Yellowstone national parks.

Served by Missoula International Airport and three major highways, we believe Missoula is the ideal hub from which to explore the many wonders of Montana. Accessibility to world-class recreation makes Missoula an unparalleled place for outdoor exploration. Where else can you hit up one of the West's best farmers market, kayak or river surf right downtown, and hike or bike an epically scenic trail in 60,000 acres of wilderness (and wash it all down with a finely-crafted Montana beer, good food and friendly conversation at a local brewery) all in the same day?

Missoula is also a regional destination for shopping and dining, featuring three distinct shopping districts and an abundance of eateries and places to drink, like fine dining, authentic steakhouses, food trucks, iconic taco joints, cafés, coffee shops and taprooms, with something to fit all budgets and palates.

Missoula is Montana's most cosmopolitan and diverse community and the heart of arts and culture in the state, blending contemporary culture and historical heritage seamlessly. Visitors find this arts and cultural hub brimming with a seemingly endless array of entertainment and events. Think symphony, theater, film festivals, nationally recognized artists live in concert, author readings at independent bookstores, college sports, ballet, opera and even roller derby. And, we proudly live our history, from Native Americans and the Lewis and Clark Expedition to smokejumpers and Glacial Lake Missoula. Missoula is also a regional hub and state leader in commerce, education and health care.

Some might call it unique, cool or hip. Others will experience it as serene, welcoming and replete with natural beauty. Missoula is alive, pulsating with a unique small mountain-town spirit, offering pristine open spaces, places to go, incredible things to see and do and the best people around. We strive to show our unique character through our marketing efforts, while incorporating brand fonts, colors and stunning, authentic imagery.

STRENGTHS

ARTS AND CULTURE

Nurtured by nature, culture is alive and well in Missoula, home to the most diverse and extensive arts community in Montana. From writers to performing artists, from painters to photographers, from historians to museum curators, all are inspired by the beauty, charm and roots of their surroundings. Missoula is fortunate to be home to numerous famous and creative people, who add a dimension and depth to the community that is usually only seen in larger cities. Regionally, nationally and in many cases internationally renowned, Missoula's cultural community creates an essence that urban travelers want but do not expect in Montana, making Missoula a surprisingly unique destination with an allure that draws visitors back again and again.

IMMEDIACY OF ACCESS

In Missoula, the great outdoors really are right outside your door and a river really does run through it. On any given day anglers are gracefully casting in the Clark Fork River. Downstream, kayakers and river surfers perform athletic feats atop the man-made Brennan's wave. Tubing is an alternative form of transportation in the summer as people ride the river right through town, sometimes on their lunch breaks! Off the water, the trail system that crisscrosses the city keeps people grounded, and bicyclists cycle the country's friendliest streets. The surrounding hills and mountains offer a powder paradise for winter lovers, like backcountry and cross-country skiing, plus Montana's Snowbowl, providing downhill adventure right in Missoula's backyard. So, whether you run, ski, paddleboard, river surf, kayak, bike, hunt, fish, hike, backpack, float or camp, you can indulge your passion in and minutes from Missoula.

REGIONAL HUB

Missoula is a regional center for retail, health care, education, forestry, ecology, transportation and culture. People come from across the state and region to shop in our historic downtown boutiques and at Southgate Mall—Western Montana's largest mall. The preeminent health care provided by renowned physicians and hospitals makes Missoula a center for Western Montana's health care. Home to the University of Montana, Missoula hosts students from around the world seeking an education that is highly valued and recognized on a campus that is one of the country's most picturesque. This level of education also produces a population of "top in the field" professionals who work in and serve our community. In order to support these industries, Missoula must also be a transportation hub. Missoula can be reached by two major highways—U.S. Highway 93 and State Highway 200—and Interstate

Highway 90. Missoula International Airport hosts six major air carriers and has direct flights to Portland, Seattle, San Francisco, Oakland, Los Angeles, Phoenix, Las Vegas, Denver, Atlanta, Minneapolis, Dallas and Chicago.

SPORTS AND ADVENTURE

In Missoula, we play long after the game is over because our outfield is endless. Our proximity to three pristine rivers and seven wilderness areas, and within 100 miles of five ski areas, means adventure is virtually limitless here. We're a recreation hot spot where play is revered and where teams come together for the love of sport and play nurtured by natural beauty and fresh mountain air. Missoula is also home to a professional baseball team, semi-professional hockey and the world-famous Missoula Marathon. This Boston qualifying race was named #1 in the *Runner's World* 10 Bucket List Marathons to Run in 2018 list, and named #1 marathon in the U.S. by BibRave. "The love and passion that runners had for the Missoula Marathon during the nomination and voting process absolutely blew us away. So it's no surprise that, after being named Best Marathon by *Runner's World* back in 2010, Missoula is back on top and was voted the best Marathon in America for the BibRave 100!" (*Runner's World* 2018). Having also hosted such events as the U.S. Freestyle Kayak Championships and USA Cycling Pro XCT, Missoula has a proven track record for hosting major recreation-based events.

Missoula proudly hosted the 2017 USA Cycling Collegiate Mountain Bike National Championships and is excited to welcome the 2018 Champions in October. Destination Missoula and the Missoula Tourism Business Improvement District have worked for a number of years in close collaboration with the USAC to bring this opportunity into Montana. Through a close partnership with the biking community in Missoula and our proven track record with Missoula XC, we were able to submit a successful bid and are proud to welcome these athletes and upcoming professional racers to our state. The 2017 races were a success, with many lessons learned about how to think on our feet and, as a result, provide even better services for the upcoming 2018 races.

Missoula is also proud to be the host city for University of Montana athletics, where Montana Grizzly pride runs deep. Grizzly athletics brings people from across the region to enjoy our unwavering tradition of college sports. In January of 2016, *Stadium Journey Magazine* ranked all the FCS stadiums across the country, and Washington Grizzly Stadium came in No. 1 in the nation. Stadiums were ranked on food and beverage inside the stadium, overall atmosphere, neighborhood where the stadium resides, the fans, access to and inside the stadium, overall return on investment and unique features not covered in other categories. Not only was Washington Grizzly Stadium hands down No. 1, its overall score of 4.4 would rank it No. 11 in the FBS stadium rankings with the likes of Bobby Bowden Field at Doak Campbell Stadium (Florida State), Ben Hill Griffin Stadium (Florida) and Jordan-Hare Stadium (Auburn).

Missoula's much-anticipated Fort Missoula Regional Park made its debut in the spring of 2017, with the opening of the soccer/multiuse fields and facilities at the west end of the park. In June of 2018 the fully completed park will be open to the public. The regional park features a five-field, lighted softball complex with moveable fences, two additional softball fields, nine full-size multiuse fields for soccer, football, lacrosse and rugby, one lighted artificial turf multiuse field, pickleball, basketball and volleyball courts. The addition of these amenities allows Missoula to bid for and host major tournaments that we have previously not been able to for lack of infrastructure. These tournaments will have a significant economic impact on Missoula. This new park is the realization of a years-long effort to create a recreation epicenter in Missoula, including walking trails, open space, playgrounds, picnic shelters and pavilions, historic interpretation and more.

Also of special note is the expansion of the amazing 18 km Seeley Creek Nordic Ski Trails in Seeley Lake, just east of Missoula. This trail system was designed by Jon Elliott, instrumental in the design of many of the trails in Kincaid Park, Anchorage, Alaska, widely regarded as one of the finest Nordic ski facilities in North America. With the creation of Seeley Lake ROCKS (Regional Outdoor Center for Kinetic Sports), Seeley Lake has an eye on eventually expanding their trail system to encompass a world-class homologated Nordic skiing and training events center. It would be one of only a handful of homologated Nordic ski areas in the United States and could be used by world-class athletes for training and also to hold national and international events.

MUSIC, ENTERTAINMENT AND NIGHTLIFE

Part of our charm is that we march to the beat of our own drum here in Missoula, and we wholeheartedly celebrate the mountain sound and the rhythm the rivers afford. Missoula's music scene is broad, running the gamut from orchestral to bluegrass and country to hip hop, and the city has hosted such icons as The Rolling Stones, Elton John, Sir Paul McCartney, Pearl Jam, Luke Bryan, Snoop Dogg, Macklemore and Ben Harper. Missoula's outdoor venues steal the scene during the summer. Osprey Stadium is a go-to for summer entertainment, and new last summer 2017 are two outdoor amphitheatres. Big Sky Brewing upgraded their concert facilities to feature an amphitheater next to the brewery, and Logjam Presents and Kettlehouse Brewing opened the 4,000 seat Kettlehouse Amphitheater in Bonner (7 miles from Missoula) along the banks of the beautiful Blackfoot River. With a vast and seemingly endless array of arts and entertainment events and an abundance of restaurants, cafés, coffee houses, breweries, wine bars and distilleries, having fun off the trail is just as easy to do here.

OPPORTUNITIES

TRANSPORTATION

Mountain Line Zero-Fare: In January 2015 Mountain Line began a three-year Zero-Fare demonstration project with a goal of expanding total ridership by 45%. By the final year of the Zero-Fare demonstration project, the results were phenomenal. Ridership grew from just over 900,000 rides in 2014 to 1.4 million rides in 2016, an increase of more than 50%, and the growth continues today. Zero-Fare bus service improves the quality of life for our entire community by dramatically increasing ridership. More transit riders means better air quality, less traffic and parking congestion, more students getting to class, more employees getting to work, and more seniors and people with disabilities staying active and mobile. Destination

Missoula—with partners from across the community—contribute to make Zero-Fare a reality and feel that it is an example to other Montana communities. It is a huge benefit to visitors, as there is service from Missoula International Airport to all reaches of town.

In the last two years, Missoula also welcomed UBER and LYFT to our community. These unique app-based services put a ride or a delivery at your fingertips. Since the apps provide the ability for the ride to be cashless, it is a safe way for people to commute. It also provides a new, flexible source of income for Missoulians. Destination Missoula has worked closely with UBER on special events and new ways to market their product in the Missoula area.

Missoula International Airport had another record-setting year, with increased enplanements of 388,028, up from 2016's 379,532. Overall load factors for 2017 was 86.3%—the highest in the state. With the addition of American Airlines and the direct flight to Dallas, Missoula is serviced by six airlines and 13 nonstop flight destinations, which makes it comparable to much larger cities. It is anticipated that in 2018 – 19 there will be more than 500,000 available seats in our market, an 11.8% increase over 2017.

ECONOMIC UPTURN

With the upturn in our economy, Missoula is beginning to see new growth in sectors that directly relate to tourism. Many new retail stores have opened or are slated to open in Missoula in all three of our shopping districts. Southgate Mall's expansion will create even more opportunities from economic growth. Missoula will also see new hotels opening, two new breweries and multiple restaurants.

INFRASTRUCTURE

The face of Missoula is changing rapidly, all the while preserving the heart of what makes this community one truly extraordinary place. These are a few of the major projects that will be completed within the next few years:

Southgate Mall – The Mall is in the middle of a 70,000-square-foot expansion project bringing new dining, shopping, entertainment, residential housing, retail and office space to the midtown district of Missoula. With more than \$64 million in private investments and additional funding from the City of Missoula, this project has created a new street network in the surrounding neighborhoods to create ease of access for these neighborhoods to surrounding schools and entertainment options, and to enhance livability and raise property values. This multiyear project will create \$320,000 per year in new property taxes, 700 new construction jobs and 375 new permanent jobs, and it will safeguard 1,250 existing jobs. This year has seen the opening of a new dine-in AMC movie theatre and Lucky's Market grocery store will be opening within the next few months. The Mall recently sold from a local ownership group to a large out-of-state investment group.

Missoula College – The new Missoula College by the University of Montana opened its doors to students in the fall of 2017. The new facility accommodates 2,600 students, supplying them with state-of-the-art equipment and technology. The school features three culinary kitchens, a math center, a new stand-alone Associate of Science Nursing Program, a cadaver lab, a pharmacy technology lab and a significantly expanded library. The college campus is located on East Broadway Street fronting the Clark Fork River right across the river from the main university campus, making it easy for students to work between campuses. The new school also has multilevel event space that is open to the public for events, conferences and meetings.

Downtown Student Housing Project – The new \$38 million, 164-unit, 488-bed downtown student housing project is almost complete and is slated to open by the end of 2018.. The building will feature two levels of parking, providing 300 spaces and space for ground-floor retail. Each student will have a private bath and bedroom, common living space, access to multiple study lounges, a yoga studio, ski and bike-tuning rooms, outdoor gear storage rooms, music practice rooms and an entertainment lounge.

Residence Inn by Marriott – This project is located at the site of the old Missoula Mercantile building. This year saw the deconstruction of the old building and construction of a new 154-room Residence Inn by Marriott is well underway. This \$35 million project will be five stories with 24,000 square feet of main-level retail space and 3,000 square feet of meeting space. In keeping with the historic nature of the site, developers have designed a public connector through the building connecting Pattee Street and Higgins Avenue, which will feature the Missoula Mews and honor the incredible history of the site. The hotel will create 100 new hotel jobs, 200 retail jobs, have a \$6 million/year wage impact, create \$13 million in new revenue and provide \$8 million in new taxes over 10 years.

Riverfront Triangle Fox Hotel Project – This \$150 million project will feature a 200+ full-service hotel and 60,000-square-foot conference center. The final project envisions 200 one or two-bedroom units of workforce, market rate and senior rental housing, 50 two or three-bedroom condominium units, 25,000 square feet of anchor retail space, two restaurants with outdoor seating facing the Clark Fork River, 50,000 square feet of office space and two underground parking structures for the conference center and housing and one ground level parking structure providing a total of 800 new parking spaces. Developers also envision partnering with the City of Missoula and development agencies to facilitate a new pedestrian/bike bridge across the river to McCormick Park linking the trail system on both sides of the river.

Stockman's Bank – This new six-story, 65,000-square-foot, \$29 million project is one of the most environmentally sustainable buildings in the state of Montana and the only building with a Leed Platinum V4 rating. The first and second floors are occupied by the bank. The third, fourth and fifth floors will be rented to tenants, and the top floor is half community room and half outdoor terrace overlooking the Clark Fork River.

Missoula Public Library – The Missoula Public Library is the busiest library in the state, with 700,000 visitors annually, 60,000 cardholders and more than 1 million items loaned out per year. The current library is inadequate to meet the growing demand, and the current building is not structurally sound to add more levels. A public bond of \$30 million was passed, and

the new building will include \$5.5 million in private investment and an addition \$500,000 investment from the library and its foundation. Construction started this year, with an estimated opening of early 2020. The new library will represent Missoula's core values. It will be a lifelong learning hub for Missoula County, a permanent anchor of downtown Missoula, and a popular cultural destination for Western Montana's many visitors.

- 100,000 to 120,000 square feet: five levels, including increased parking
- Innovative partnerships with Children's Museum Missoula/Families First, UM spectrUM Science Discovery Center, and Missoula Cable Access Television
- Collection growth from 200,000 to 600,000 eventual items
- Increased and improved access to learning tools and resources
- Energy efficiency, and the highest possible LEED certification
- Climate control for preserving Missoula's community history
- Tripled capacity for computer access and faster internet
- More public gathering spaces and meeting room flexibility

RETAIN TRANSIENT VISITORS

Approximately 3 million people pass through Missoula annually, but only 1.5 million spend one or more nights in our community. Destination Missoula will be producing marketing campaigns directed specifically to Canadian visitors and concentrating on our park-to-park visitors. We will also be working on initiatives such as wayfinding, to entice visitors off the highways and to stay at least one night. We will be producing new visitor center signage that will coordinate and work within the wayfinding system and also more easily identify our location in the heart of downtown Missoula.

CULINARY AND SPIRITS TOURISM

Two of the hottest trends in travel right now are culinary trips and spirits trips, and Missoula is the perfect place for both. Culinary travel in 2012 was estimated to generate a \$201 billion industry and 39 million people identifying themselves as culinary travelers. "Food has an unmatched ability to communicate a unique sense of place. Local cuisine provides a direct connection to the history of a region, the soul of its people, and the rhythm of daily life." Skift.com "Food tourism is nothing new, but its exponential growth is remaking how destinations position themselves in the global tourism market." –Greg Oates. With the opening of many new ethnic restaurants, breweries and gastro-pubs, and the restaurant at the new Missoula College facility, Missoula's continued growth in this sector sets us up solidly as a food travel destination. From our locally sourcing restaurants to our food trucks, breweries, distilleries, cider house and wineries, Missoula has the unique experiences these travelers expect. Destination Missoula will market directly to this niche.

COOPERATIVE COMMUNITY PR

Over the last few years, national PR regarding Missoula, has given Missoula the opportunity to come together to create a cooperative positive PR campaign about this extraordinary community and the exceptional people who live here. Destination Missoula and its many partners, including the University of Montana, are leading the effort to create digital and social media campaigns with consistent positive messaging to be distributed through their news and social media outlets to tell the story of Missoula from the eyes of the people who know and love it.

CHALLENGES

AIR ACCESS

Missoula air service expansion is limited by our terminal facilities. Missoula International Airport will be starting work on a major facilities expansion. The facilities will grow from four gates to eight and will be easily expandable for future growth. It will be intuitive and efficient to navigate and will have all the amenities passengers desire in a modern terminal while still maintaining the uniqueness that one would expect from a Montana airport. Destination Missoula works closely in partnership with the Missoula International Airport to continually investigate and expand service and new direct flights into Missoula. The Missoula Tourism Business Improvement is also a major sponsor for flight guaranty funds to help initiate new direct flights. Towards this end, Destination Missoula is working in partnership with the Missoula International Airport, Missoula Economic Partnership and other private and public entities in Missoula to form a coalition of funding partners for new flights in order to remain competitive.

SEASONALITY

Although Missoula has a more balanced annual visitation than most Montana cities, the vast majority is within the months of April through October, leaving an average of \$22 million in vacant room nights during the months of November through March. Since Missoula is not a major winter destination, we will continue to center our marketing to bolster our shoulder seasons through group and tour travel, sporting and cultural events, meetings and conventions. This marketing strategy is having an effect as Missoula's annual occupancy numbers have risen from 55.8% five years ago to 62.5% in 2016 –17. 2017 saw an overall increase of 3.3%

GROUP AND TOUR TRAVEL

Although Destination Missoula, through our sales department, will continue to focus efforts on increasing and broadening our group and tour travel, it will definitely be another year of uncertainty in this sector. Given the current political policies and climate, it is unclear at this point how our international travel market will be affected. After 9-11, the tourism industry in the United States suffered what is commonly called the “lost decade.” There is fear that the current policies will create a similar situation. Working in cooperation with the Montana Office of Tourism and Business Development and Glacier Country Tourism, Destination Missoula will attend trade shows directly targeting these markets and looking to increase our awareness in International markets, specifically Canada, China and Western Europe. The U.S. Department of Commerce reports that international travel to the U.S. dropped 3.8% in 2017 from 77.3 million visitors to 75.1 million for a loss of \$4.6 billion to our economy. This trend is worrisome when looking at the top countries/regions that visit the U.S.—Canada (25.5%), Mexico (24.8%), U.K. (12.2%), Japan (9.5%) and China (7.9%). According to Department of Commerce statistics, U.K. visitation dropped moderately, but visitation from the Middle East dropped 40.3%, Africa 32.1%, Caribbean 22.3%, Central America 18.8%, Eastern Europe 17.1%, South America 15.5% and Mexico 7.5%. Although exact figures are not in right now, it looks as if numbers from both China and India are also declining.

LOW CONVERSION OF TRANSIENT TRAVEL

As mentioned in Opportunities, Missoula does not convert approximately 1.5 million transient travelers a year, who either drive through or stop shortly for gas and to eat, but do not spend the night. It is difficult to pull them off the interstate. Destination Missoula will be continuing marketing campaigns directed specifically to Canadian visitors and concentrating on our park-to-park visitor. We will also be working on initiatives such as wayfinding to entice pass-through visitors to stay at least one night. Even though the Canadian dollar is down, Missoula has had a very good response to the campaigns we did in Canada over the last year.

LACK OF TOURISM INFRASTRUCTURE

Although Missoula has many wonderful venues, in order to take the next step in growth, we are in need of infrastructure currently missing in our community. Our largest indoor arena is owned by the University of Montana, and although they are willing and accommodating partners, the university’s schedule for the arena is paramount. Also, Missoula does not have one facility that can accommodate citywide conferences or conventions. In order to accommodate events of this size, we have to bid them out to a number of venues, which is not ideal to meeting and event planners. As previously mentioned, plans are underway for the new Riverfront Triangle Fox Hotel Project, with a 60,000-square-foot conference center, but the finished center is a number of years in the future.

TIMELINE OF IMPLEMENTATION AND FUNDING FOR WAYFINDING

Although the Missoula Wayfinding project is through the planning stages, the time needed for fundraising a million-dollar project, and the staged implementation of the system, means a full completion of the system may be many years down the road. Destination Missoula is working with city and county government and leading organizations across the city to implement our Wayfinding system in a well-thought-out phased approach that takes available funding sources and the visitor experience into consideration. Missoula is having difficulty with MDT regulations for ability to place gateway signage at both the Madison Street and Orange Street entrances to town. Both highway entrances are currently undergoing renovations to place roundabouts at those intersections, making it the ideal time to add gateway signage.

PARKING

With all of the new projects in downtown Missoula—especially new hotels—and new employment opportunities, parking in downtown Missoula can be an issue until completion of new parking facilities is completed.

ORGANIZATIONAL FUNDING

With constantly trying to find new and innovative ways to raise private funding, Missoula’s lack of full participation in our Tourism Business Improvement District, and the constant uncertainty of bed tax funding, stable funding for Destination Missoula is always an issue and a priority. Destination Missoula, in partnership with other tourism industry organizations, works on a continual basis to educate our legislators and citizens on the importance of tourism to a healthy state economy and to work towards preserving and enhancing our bed tax funding. We also work in partnership with the Missoula Tourism Business Improvement District to expand participation in our TBID and private partnership in Destination Missoula. We will be working this year toward a renewal and expansion of our TBID.

LACK OF COMMUNITY-WIDE STRATEGIC ORGANIZATION

Although Missoula is seeing progress in this realm, due to a lack of communication and a comprehensive event strategic plan, Missoula does not have cohesion and lacks strategic community organization of citywide events. It is difficult to maximize economic opportunities and enhance visitor experiences around events with the lack of cohesion. Destination Missoula will continue to work to pull the community together for dialogue and awareness of the need for cohesion. Destination Missoula initiated a partnership with the Missoula Chamber of Commerce to produce a single Missoula Visitor and Relocation Guide and to add cohesion to the look, feel and functionality of the chamber website to interface with the Destination Missoula website, giving visitors and locals alike a better, more unified experience. This is a three-year project and the first year met with a successful partnership on both sides.

Describe your destination.

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 so utterly captivating and unique about it. We 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 Generation 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 more than 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 shot a second video with Matador Network highlighting our music, art, recreation and dining, to be released in the next few months.

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. We have implemented an itinerary builder on our website. Our 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. We will also be doing a complete redesign of our site this year to implement the latest technology for our visitors.

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, memorable trip.

Optional: Include attachments here

DM_2018-19 Marketing Plan (3) Final.pdf

a. Define your target markets (demographic, geographic and psychographic).

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 that are also targeted by Glacier Country and Montana Office of Tourism and Business Development 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, Dallas 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 National Park, Kalispell, Montana; and 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, Utah, Ohio, Oregon, New York, Idaho.
- The secondary states from which most inquiries come: Colorado Illinois, Massachusetts, Minnesota, Arizona, Florida, Pennsylvania, Georgia.
- 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, Dallas and Phoenix.
- Residents from other parts of Montana.

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, music and entertainment, leisure and family travel. The average visitor to Missoula is

59 years of age with an income of \$50,000 – \$100,000 and 78% are either traveling alone or as a couple. Groups of 3 – 5 travelers represent 21% of Missoula visitors, and family travel is heaviest during the summer months. The demographic markets are described on the following page.

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
- Baby boomers
- Business travelers
- Cultural and historical-experience travelers
- Family travel
- Leisure travelers
- Outdoor enthusiasts
- Motorcyclists
- Recreational vehicle travelers
- Women
- Geo-travelers
- Multigenerational travelers
- Culinary and spirits travelers
- LGBTQIA travelers
- Adaptive travelers
- Music, concert and festival travelers

SPORTS TRAVELERS

The sports industry in the U.S. is a \$90.9 billion business. Over the past five years, 75.3 million U.S. adults attended organized sports events. Two fifths of all U.S. adults are sports travelers. In 2016, these visitors spent more than \$10.47 billion in the communities they visited, a 10% increase over 2015. Between 2012 and 2016, this industry has seen a 26.1% increase. In addition to the sporting event, the sports traveler is looking for the presence of good tourism infrastructure providing accommodations, restaurants, bars, clubs and other 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 2016 – 17 fiscal year, Missoula saw a \$3.14 million economic impact from six 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 where ideas are inspired by nature and nurtured by unexpected sophistication, and where hospitality, technology and amenities are top notch. This small town has big offerings delivered by Missoula's service industry, which is second to none in terms of professionalism and warm hospitality. Missoula lets people come together in a world-class meeting place for corporate events, retreats conferences and conventions.

Destination Missoula's meetings and conventions website—*missoulameetings.com*—provides advanced functionality and ease of use to 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 target industry-specific associations in our drive and direct fly markets, such as Spokane, Seattle, Portland, Minneapolis, Chicago and now Dallas, with the addition of American Airlines service this year. 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 2016 – 17, Destination Missoula staff has had direct meetings with 145 meeting planners, garnered 12 RFPs from 25 leads, and met future prospects. Missoula also hosted one meeting planner FAM with four meeting planners from across the country who generate several hundred RFPs annually.

b. What are your emerging markets?

The following areas are emerging tourism markets that we feel are a perfect fit for Missoula, and our marketing will be directly tailored to them:

MUSIC AND ENTERTAINMENT

More than 32 million people in the U.S. 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 last 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 music writers and media to bring them to Missoula for a full experience. We have designed and will be launching a new music website for Missoula—*missoulalive.com*—to give people a comprehensive view of the music and entertainment experiences we have to offer. We have also launched a major print and digital music campaign throughout our drive and direct flight markets.

FLIGHT MARKETS

Missoula International Airport continues to set records for enplanements with 388,028 in 2017 (an increase from 379,532 in 2016). Our overall load factor for 2017 was the highest in the state at 86.3%, helping to add capacity to our market. In 2018, we will have 502,530 available seats in our market—an 11.8% increase over 2017. With the addition of American Airlines and new flights to Dallas, Texas, Missoula will be serviced by six airlines and 13 nonstop 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.

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 worldwide.

They tend to be a younger, more affluent and better educated traveler. Millennials, having become the largest traveling demographic in the U.S., list culinary experiences as very important. They feel it is the best way to get to “know the story” of a place. Trends are moving from the most expensive dining experience to the most authentic. 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 exciting and varied food scene from fine dining and cafés, to farm-to-table sustainability, food trucks, breweries, wineries and distilleries, culinary tourism is a perfect niche. Our culinary scene was highlighted to readers of *Food Travelist* and *The Guardian* newspaper from the U.K. Destination Missoula hosted writers from both publications. Food Travelist is a select group of 60+ travel writers, bloggers and photographers who have 6.5 million social media followers. The group’s collective exponential influence is 30+ million potential impacts and 3+ million potential reach per week. *The Guardian*’s audience reach is 25.4 million.

CANADIAN TRAVEL

Canadian travel to Montana last year saw a drop from 612,000 visitors to 562,000 visitors, creating 1,992,000 room nights and spending \$203 million in our state. They are staying longer but spending less. 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. Although our overall visitation is down, our travel inquiries for Missoula are up.

LGBTQIA

LGBTQIA travel is a \$211 billion industry in the U.S. These travelers average seven trips annually, four leisure and three 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 they 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.

YOUTH SPORTS – SPORTS AND EVENTS

The youth sports travel sector is now a \$9 billion travel industry. The youth sports industry in the U.S. has ballooned to a \$15.3 billion business. There has been more than 55% growth since 2010. It is estimated that more than 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 multigenerational travel. 41% of children with a household income of \$100,000 or more participate in team sports and 19% of children with household incomes of \$25,000 or less participate. In 2016, American families spent \$10 billion on the road for what are now being called “tournaments.”

MOTORCYCLE

Motorcycle travel is one of the fastest growing segments in tourism. In 2014, 8.4 million bikes were registered in the U.S. With the Canadian and U.S. markets, it is a \$34 billion industry with over 11 million riders. The demographic trend has been older and more affluent as more baby boomer professionals become interested in motorcycle travel. The average HHI is \$85,000+ with 84% having attended college and 16% with postgraduate degrees. However, now you are starting to see more millennial riders. Women are becoming the fastest growing segment. Gen X women are three times more likely to own and regularly ride their bikes and women motorcycle tour businesses are starting to thrive. An average trip lasts 10– 14 days, spending \$3,100 per trip. They also love to attend related events averaging three events per year spending an average of \$400 per weekend event attended. Ten percent of all visitors enter Montana on motorcycles and 4% spend one or more nights in Missoula.

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. More specifically, Missoula will be targeting women motorcycle riders.

INTERNATIONAL

In 2016, the U.S. saw a final count of 75.1 million international visitors, a decline of 3.8% from 2015. These international visitors spent \$245 billion. International visitors spend an average of \$4,360 per trip and stay for 18 nights. Current top markets for the U.S. are Canada, Mexico, the United Kingdom and China. Looking forward through 2021, the fastest growing markets for the U.S. are forecast as China, India, Argentina, South Korea and Taiwan. Given the political climate and policies in the U.S., it is really unknown what will happen to international visitation in the coming years. This year the U.S. incurred a \$4.6 billion loss in international travel, and the trend of a decline of visitation from not only our top markets, but also many of our projected growth markets, is worrisome.

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 to, and in many cases crossover, the culinary traveler.

BIRDING

It is estimated that approximately 45 million people in the U.S. are bird-watchers. According to a 2016 National Survey of Fishing, Hunting and Wildlife Associated Recreation produced by the U.S. Fish & Wildlife Service, birders contribute more than \$75 billion to the U.S. economy. A 2011 survey showed that bird-watchers spend nearly \$41 billion annually on trips and equipment and that local economies benefit from the \$14.9 billion bird-watchers spend on food, lodging and transportation. U.S. bird-watchers are usually highly educated, affluent, slightly more (56%) women, usually travel solo or with a partner, but not large groups, and, although made up of all age groups, middle-aged and elderly people represent the largest group (40 – 70). They usually will spend 13 –14 days birding away from home.

Situated along pristine rivers offering exceptional riparian zones, Missoula and the Bitterroot Valley are blessed with numerous habitats and a wide variety of bird species. Both areas are havens for bird-watchers. Three of the best known spots in the area are Kelly Island, a 650-acre conservation area comprised of six islands at the confluence of the Bitterroot and Clark Fork rivers; Lee Metcalf National Wildlife Refuge, a 2,700-acre refuge with more than 225 identified species; and the 1,200-acre Teller Wildlife Refuge.

Optional: Include attachments here.

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 and Business Development – General Travel Statistics
- STR Reports – Missoula-Specific Hotel Statistics
- U.S. Travel Association – U.S. Travel Answer Sheet – <https://www.ustravel.org/answersheet>
- International Trade Administration – U.S. Commerce Department Forecasts Continued Strong Growth for International Travel to the United States, 2014 – 2019 (<http://travel.trade.gov/tinews/archive/tinews2014/20140407.html>)
- U.S. 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
- Travel Weekly – New Data Show U,S, Inbound Travel Slumping Badly – <http://www.travelweekly.com/North-America-Travel/New-dtat-show-US-inbound-travel-slumping-badly>
- Canadian Government Travel Statistics (<http://www.statcan.gc.ca/start-debut-eng.html>)
- U.S. 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/2017DomCanInterExpend.pdf>)
- 2016 Economic Outlook – Tourism & Recreation Trends & Outlook: Montana's Varied Traveler: A Look into Quarterly Differences [www.bber.umt.edu]
- Expedia Media Solutions – White Paper: Destination Selection During the Traveler's Path to Purchase
- University of Minnesota Tourism Research Reports – Sustainable Tourism (<http://www.tourism.umn.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>)
- GutsyTraveler.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.cnn.com/2014/01/13/youth-sports-is-a-7-billion-industry-and-growing.html
- Sports Tourism: Sleeping Giant of the Tourism Market, Lavonne Wittmann
- Forbes. Com - Youth Sports Tourism Keeps Booming, But How Deep Do Its Dollars Go In Communities - <https://www.forbes.com/sites/bobcook/2017/08/25/youth-sports-tourism-keeps-booming-but-how-deep-do-its-dollars-go-in-communities/#5e2a2d3755d4>
- 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)
- U.S. 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 2018, 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/align8r/motorcycle-tourism>)
- USA Today – Women Help Rev Up Motorcycle Industry (<https://www.usatoday.com/story/money/business/2017/09/01/women-help-rev-up-motorcycle-industry/573631001/>)
- CMI Community Marketing & Insights – 18th Annual LGBT Travel Study (<http://www.communitymarketinginc.com>)
- Travel Weekly – Music Tourism Has Potential, But Industry Must Pick Up The Tempo – <http://www.travelweekly.com/orth-America-Travel/Music-tourism-has-potential-but-industry-must-pick-up-the-tempo>

- 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 an 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.

a. In what types of co-ops with MTOT would you like to participate?

Destination Missoula strongly believes in the value of co-op 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 co-ops that we would like to participate in alongside the Montana Office of Tourism and Business Development are:

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

Optional: Include attachment here.

b. In what other types of co-ops 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

c. What types of co-ops 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 co-ops we have participate in on all levels:

Destination Missoula has participated in the Glacier Country summer and winter co-ops for a number of years and started a new co-op opportunity with Yellowstone Country for their winter campaign. Glacier Country co-ops have been highly successful, generating close to 25,000 fresh leads annually. The Yellowstone Country Winter Co-op developed 8,310 leads in the first year. Destination Missoula also participated in State joint ventures in the digital campaigns for *Family Fun* magazine, *Sojourners*, and *National Geographic*.

Additionally, Destination Missoula participated in a co-op with Glacier Country, Kalispell CVB and Whitefish CVB for ad campaigns with nSight and Smart Meetings.

Optional: Include attachments here.

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Marketing Segment, Strategy & Budget

Marketing Segment	Marketing Method	Does research support this method?	Describe your method.	Supporting research/statistics	Plan to measure success?	Provide a brief rationale.	Estimated budget for each method.	Marketing Method Evaluation	Are you using private funds to support this method? If so, please explain	Non bed tax funds?	Add'l Attchmnts
Consumer	Website/Internet Development/Updates	Yes	Destination Missoula will use various mediums to promote Missoula as a premiere and unique 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	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.	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 40,000 new names to our lead database. Our overall goal is to grow visitors to the website and related digital resources by optimizing the primary website for search engine searches,	WEBSITE MARKETING, OPTIMIZATION, DEVELOPMENT AND MAINTENANCE Destination Missoula is planning a complete redesign of <i>destinationmissoula.org</i> for FY19. The site will be 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 current site each year by adding fresh content and photos to maintain	\$0.00		Yes		

brand awareness.

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.

maintain weekly monitoring of trending hot keywords and search phrases among the major search engines and maintain the website with fresh content—including text, video and photography—to drive page rank and user access. We will continue to leverage the latest digital audience tools and products. *Destinationmissoula.org* received 21% more unique viewers in FY18 than 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 8% over prior year.

our main site to inspire travelers. This year Destination Missoula created *missoula.live* to promote the music scene in Missoula, including information on upcoming events, venues, music education and music shops, which we believe will be a huge asset moving forward for marketing Missoula as a premier music destination in the Rocky Mountain West.

PLANNING CONTENT

Destinationmissoula.org will continue to 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. Destination Missoula has also created a subsection of our blog, called INSPIRE Missoula, a monthly series where prominent, inspirational members or groups in the community are interviewed about what makes this place so special. Additionally, content for the *destinationmissoula.org* blog is updated on a weekly basis, keeping content relevant, fresh and pertinent. Another monthly series is the "Your Monthly Guide to Missoula" posts, which highlight big events and recurring events each month in town. Lastly, Destination Missoula is creating a digital magazine to take advantage of the growing e-mag trend and to continue to deliver content in the most sophisticated and technological way.

TRAVEL GUIDE ONLINE

						<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 7% over prior year.</p> <p>DAILY UPDATES</p> <p>We know that fresh content is key to providing organic SEO for <i>destinationmissoula.org</i>. We will 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 8% growth target via search and SEO strategies.</p>				
Consumer	Online/Digital Advertising	Yes	Destination Missoula will use various mediums to promote Missoula as a premiere	Last year we did a series of digital placements including Centro, I-explore, 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	Success for online digital ads will be measured through click through rates and impressions; print ads will be measured through unique URL	Destination Missoula will place online digital ads targeting diverse geographic and demographic markets showing what is unique about the Missoula area	\$12,000.00			Yes

			and unique 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.	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 TripAdviord.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.	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.	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.				
Consumer	Photo/Video Library	Yes	Destination Missoula will use various mediums to promote Missoula as a premiere and unique 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 MOTBD 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.	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.	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 with imagery that authentically speaks to the nature of this exceptional place. 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 drink options you would expect to find in a much larger city. 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 8% growth in searches. In FY17, Destination Missoula worked with Windfall and Matador Network to produce our "There's This Place" video promoting Missoula in the fall shoulder-season, which	\$6,000.00		Yes	

						reached more than 1,300,000 viewers. Destination Missoula and Windfall once again partnered with Matador to create another Missoula highlights video, which will be released early summer 2018, concentrating on our music and entertainment, recreation, food and art, and we are hoping for similar results in quality and viewership.					
Consumer	Search Engine Optimization	Yes	Destination Missoula will use various mediums to promote Missoula as a premiere and unique 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. 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.	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 8% growth target via search and SEO strategies.	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 8% growth target via search and SEO strategies.	\$6,000.00			Yes	
Consumer	Search Engine Marketing	Yes	Destination Missoula will use various mediums to promote Missoula as a premiere and unique travel destination, reaching diverse geographic and demographic markets, with the goal of acquiring new and repeat visitors as well as	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	Success will be measured for the websites by visitor and page views; SEM – keyword-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 7% growth in website visitation and to add 40,000 new names to our lead database over the marketing year.	Keywords will be purchased in Google to promote <i>destinationmissoula.org</i> 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, TripAdvisor 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 8% growth	\$0.00			Yes	

			increasing their length of stay and brand awareness.	Google and related search engine marketing during the campaign year.		target via search and SEO strategies. (See attached Appendix A for complete keyword list.) FY18 saw rapid organic search traffic, which grew 58% over FY17, and we hope to see a 20% growth in FY19 for organic search results.					
Consumer	Print Advertising	Yes	Destination Missoula will use various mediums to promote Missoula as a premiere and unique 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. 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 MOTBD driving in over 3,300 inquiries. We use distinct URLs for each of our print advertisements to measure our results.	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 media placements. Individual digital display ads will aim to perform above a .30% CTR. National average is closer to .08% CTR.	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 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.	\$49,000.00			No	
Consumer	Opportunity Marketing	Yes	Destination Missoula will use various mediums to promote Missoula as a premiere and unique 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.	Success measures will vary depending on the segment of the projects participated in.	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.	\$18,366.00			Yes	

Consumer	Electronic Adv - Newsletter, E-blast	Yes	<p>Destination Missoula will use various mediums to promote Missoula as a premiere and unique 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>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.</p>	<p>Success will be measured through open rates, click through rates, and bounce rates. Our goal is a 15% open rate overall on the four 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.</p>	<p>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 four 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.</p>	\$21,000.00			No
Consumer	Joint Ventures	Yes	<p>Destination Missoula will use various mediums to promote Missoula as a premiere and unique 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.</p>	<p>Success measures will vary depending on the segment of the project participated in.</p>	<p>Destination Missoula will set aside funds to continue participation in joint venture opportunities with the Montana Office of Tourism and Business Development and Glacier Country Tourism and seek out opportunities with other CVBs/regions that come up throughout the year. Success measures will vary depending on the segment of the project participated in.</p>	\$15,800.00			No
Group Marketing	Electronic Adv - Newsletter, E-blast	Yes	<p>Destination Missoula will use traditional media, social media and direct sales to stimulate interest in</p>	<p>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.</p>	<p>Success will be measured through open rates, click through rates, and bounce rates.</p> <ul style="list-style-type: none"> • Two meeting blasts will have a goal of 12% open rates. 	<p>Destination Missoula will send out two meeting and one sports e-blast to targeted meeting planners and sports and event planners reminding them why Missoula is a unique destination for meetings and events.</p>	\$0.00			Yes

			Missoula as a group travel destination.		<p>• One sports blast will have a goal of 12% open rate.</p> <p>Our goal last year was 10% webpage traffic growth over prior year average visitor numbers for both <i>missoulameetings.com</i> and <i>playmissoula.org</i>. Prior to the redesign, <i>missoulameetings.com</i> 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>	We will continue to develop and maintain our main site, as well as our newly redesigned <i>missoulameetings.com</i> and <i>playmissoula.org</i> to increase the perception of the Missoula area as a primary tourist and meetings destination. We will redesign <i>playmissoula.org</i> this year.					
Group Marketing	Fam Trips	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. 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 assured of the experience their clients will receive.	Success will be measured through participation rate, amount of resulting earned media and bookings.	Destination Missoula will arrange a minimum of one 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 partnership with Glacier Country Tourism and/or the Montana Office of Tourism, other tourism organizations, local organizations and private businesses. Success will be measured through participation rate, amount of resulting earned media and bookings.	\$0.00			Yes	
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	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 <i>Missoulameetings.com</i> that generated another 1800 clicks to the website as	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	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.	\$0.00			Yes	

			travel destination.	well as additional social media focus generating over 1,000 clicks to the new meetings online content.	group meeting website traffic to prior year.						
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.	<p>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.</p> <p>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.</p>	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.	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.	\$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.	<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>Marketing Fulfillment/Telemarketing</p> <p>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, 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.</p>	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.	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.	\$0.00			Yes	
Group Marketing	Travel/Trade Shows	Yes	Destination Missoula will use traditional media, social media and direct sales to	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 tradeshows throughout the year, giving our staff the ability to meet directly with meeting and event planners to give them the	Success will be measured through number of qualified leads and RFPs resulting from attendance at said trade shows.	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	\$0.00			Yes	

			stimulate interest in Missoula as a group travel destination.	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.		group travel shows to increase exposure of Missoula as a group travel destination.					
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.	Success will be measured by an increased brand awareness in the group market, an increase in the number of meetings and events held in Missoula annually, the number of new leads produced from direct sales, 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 seven trade shows generating 488 direct contacts and combined with direct sales produced 51 leads for a potential economic impact of \$8,619,000 million. The Missoula Tourism Business Improvement District provided grants to five cultural and sporting events providing a total economic impact to Missoula of \$1,016,000 million.	<ul style="list-style-type: none"> • Provide sales support through research, 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 Sports Commissions and Destination Marketing Association International continuing education. • Collaborate with the Destination Missoula Sports Commission in spreading awareness of Missoula Tourism Business Improvement District grant funding for new and existing events and application assistance. • Work to create or support new events in the Missoula area. 	\$0.00			Yes	
Marketing Support	Administration	Yes	Destination Missoula will create and provide essential tools and	For your ease of reference, the emerging markets and research is fully set out in the narrative of this marketing plan.	Success will be measured through visitor center contacts, materials distributed, attendance at educational	Funding for operations, key personnel and services is necessary in order to provide the best experience for visitors to our	\$51,400.00			Yes	

			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.		conferences, annual reviews and evaluations.	community, and highly trained staff that is knowledgeable on industry trends and how to implement them to the advantage of the Missoula market. Success will be measured through visitor center contacts, materials distributed, attendance at educational conferences, annual reviews and evaluations.					
Marketing Support	DMAI	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. 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. Destinations International 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.	Success will be measured by conferences successfully attended.	Staff attendance at Destinations International niche and Annual Conferences in order to stay abreast of industry trends and how to incorporate them in our market.	\$7,000.00			Yes	
Marketing Support	Fulfillment/Telemarketing	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	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 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	Our overall goal is to improve by 5% the number of inquiries handled at the call center. A 3% increase sets our goal at 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	Destination Missoula will provide the following services through our fulfillment company: • 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.	\$54,856.00			Yes	

						distributed by the call center/fulfillment center. More than 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 U.S. 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 15% in FY17 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.	Success will be measured by meeting and conference attendance and incorporation of new rules, regulations and trends in daily operations of Destination Missoula.	Destination Missoula will set aside funds for key personnel to attend TAC meetings and the annual Governor's Conference on Tourism & Recreation 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	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	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	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:	\$36,660.00			Yes	

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

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.

Missoula as a travel destination.

- Responding to tourism inquiries in person, via phone, email, fax and letter.
- 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 tours.
- 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 Saturday and five hours Sunday, from July 1 through the end of September 2018, and May

1 through June 30, 2019. 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.

- 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.

Destination Missoula has seen steady increases in visitor use of our official visitor information centers with a 1.2% increase over 2016/17. The downtown VIC had more than 4,015 visitors from all U.S. states, the U.K. and the following top four countries: Canada, Australia, Germany and France. 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. 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.					
Marketing Support	Crisis Management	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. 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 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.	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 communication via the call center, social media, website and with the media.	Destination Missoula will actively participate with the Tourism Advisory Council, Montana Office of Tourism and Business Development, Glacier Country Tourism and other tourism organizations in educational programs and crisis management issues related to the promotion of tourism.	\$100.00			No	
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	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	Success will be measured by awareness of industry and specific community trends, ability to specifically define and increase target markets, and conversion rates.	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 	\$0.00			Yes	

trends and regulations and focus on increasing destination conversion.

visitors and provide us with the in-depth knowledge that we need to be specific in our target marketing.

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 2016 – 17, DM was able to establish over \$5 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

						<p>order to identify marketing successes, areas 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> <ul style="list-style-type: none"> 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. 					
Marketing Support	Digital Asset Management/Aquisition	Yes	Destination Missoula will create and provide essential tools and	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	Success will be measured by the increase in accuracy and detailed reporting of travelers visiting the VIC. We'll be able to	Destination Missoula will purchase software and a user license from SimpleView. This will enable our Visitor Information Center	\$2,440.00			Yes	

			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.	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.	use the data to further focus our marketing efforts as well.	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.					
Publicity	Fam Trips	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. 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 FAM trips to keep give Missoula national exposure.	Success will be measured through participation rate and amount of resulting earned media.	Destination Missoula will arrange a minimum of one (1) FAM trip highlighting arts and culture, recreational opportunities and food and beverage. The trip will be designed to draw attention to what is truly unique about Missoula, specifically during off-peak and shoulder seasons. This trip may be arranged solely or in partnership with Glacier Country Tourism and/or the Montana Office of Tourism and Business Development other tourism organizations, local organizations and private businesses. Success will be measured through participation rate and amount of resulting earned media. FY18 produced an exciting photo FAM trip in partnership with Glacier Country, Southwest Montana, Southeast Montana, Montana's Yellowstone Country and Missouri River Country Tourism groups. This multi-region trip is scheduled for June 2018, and Destination Missoula is excited to see the results of this co-op trip.	\$0.00			Yes	

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.	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.	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: <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. 	\$0.00			Yes	
Publicity	Press Promotions/Media Outreach	Yes	Destination Missoula will use the latest social media in combination with traditional media to increase brand	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	Success will be measured by participation rate and amount of earned media. Our digital influencer recruitment strategy will be boosted by the use of Meltwater for prospecting, social	Destination Missoula and the Missoula Tourism Business Improvement District has contracted and partnered with Windfall for public relations services. These services include production of a media/press kit to	\$8,500.00			Yes	

exposure with proactive strategic messaging.

blogs, social media pages, and emerging social media technologies 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.

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.

media planning and earned media tracking.

include interchangeable information on sports, group travel, events and conference planning, press releases and story pitches to appropriate publications in our drive and direct flight markets. These storylines 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 who 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. Success will be measured by participation rate and amount of earned media.

Destination Missoula will also work in partnership with the Montana Office of Tourism and Business Development, Glacier Country Tourism and other industry partners to directly promote Montana and Missoula to media partners throughout the Northwest. This year, Destination Missoula partnered with Glacier Country Tourism on a press tour to Dallas to promote the new American Airlines direct flight into Missoula. We hope that this event will be highly successful and well attended garnering continuing

						interest in our area from writers. We are looking forward to additional partnership opportunities with Montana regions and CVBs.					
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>Success will be measured by social media engagement, including followers, likes, shares and web visitation from social media.</p> <p>Our goal for Instagram is for 11,800 followers (a 30% increase from the current 9,053), our goal for Twitter is for 6,900 followers (a 10% increase from the current 1,342 followers), and our goal for Pinterest is 915 followers (a 10% increase from the current 832 followers).</p>	<p>Destination Missoula will continue to create a social media marketing strategy with a unified voice and message across all social media platforms. In FY18, Destination Missoula saw huge growth in Facebook likes at 41% from 35,747 followers to 50,000 followers.</p>	\$0.00		Yes		
							\$291,122.00				

Marketing Method Evaluation Attachments

- Attachment 1
- Attachment 2
- Attachment 3
- Attachment 4
- Attachment 5
- Attachment 6
- Attachment 7
- Attachment 8

Attachment 9

Attachment 10

Marketing Method Budget

Marketing Segment	Marketing Method	Bed tax funded budget	Non bed tax funded budget
Consumer	Photo/Video Library	\$6,000.00	\$0.00
Consumer	Online/Digital Advertising	\$12,000.00	\$0.00
Consumer	Electronic Adv - Newsletter, E-blast	\$21,000.00	\$0.00
Consumer	Print Advertising	\$94,727.00	\$0.00
Consumer	Search Engine Marketing	\$0.00	\$0.00
Consumer	Search Engine Optimization	\$6,000.00	\$0.00
Consumer	Website/Internet Development/Updates	\$0.00	\$0.00
Consumer	Joint Ventures	\$15,800.00	\$0.00
		\$155,527.00	\$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	\$51,600.00	\$0.00
Marketing Support	DMAI	\$7,000.00	\$0.00
Marketing Support	Fulfillment/Telemarketing	\$54,856.00	\$0.00
Marketing Support	Opportunity Marketing	\$35,409.00	\$0.00
Marketing Support	TAC/Governor's Conference meetings	\$2,000.00	\$0.00
Marketing Support	VIC Funding/Staffing/Signage	\$36,660.00	\$0.00
Marketing Support	Crisis Managment	\$100.00	\$0.00
Marketing Support	Joint Ventures	\$0.00	\$0.00
Marketing Support	Digital Asset Management/Aquisition	\$2,440.00	\$0.00
		\$190,065.00	\$0.00
Publicity	Fam Trips	\$0.00	\$0.00
Publicity	Marketing/Publicity Personnel	\$0.00	\$0.00
Publicity	Press Promotions/Media Outreach	\$8,500.00	\$0.00
Publicity	Social Media	\$0.00	\$0.00
		\$8,500.00	\$0.00
		\$354,092.00	\$0.00

Miscellaneous Attachments

Description	File Name	File Size
Coop Pie Charts	Coop Pie Charts.docx	615 KB
DM 2018-19 Marketing Plan	DM_2018-19 Marketing Plan (3) Final.pdf	2.8 MB

Reg/CVB Required Documents

Description	File Name	File Size
Signed Required Documents	Signed Required Documents.pdf	366 KB

