



3091 Pine Drive, Big Sky, MT 59716
Big Sky Convention and Visitor's Bureau
Phone: (406) 995-3000 Fax (406) 995-3054
Website: visitbigskymt.com Email: info@bigskychamber.com

Marketing Plan for Fiscal Year 2010

PURPOSE:

The purpose of the Big Sky CVB is to define the tourism needs of the community and develop projects and promotions that enhance the economic development of the Big Sky area, while preserving the geographical character, environment and well being of our residents.

The Big Sky CVB strives to achieve the above while adhering to our mission statement:

The Big Sky CVB's mission is to continue to support economic growth and development of Big Sky through the continued promotion of tourism and business meetings & conventions. We aim to increase the year-round visitation of Big Sky by promoting our community as a premier Resort Destination Area boasting world-class recreation and amenities, all the while preserving the character of the community.

This marketing plan establishes a strategy that will coordinate the Big Sky CVB's efforts with the *Montana Tourism and Recreation Strategic Plan 2008-2012*. This effort will allow the CVB to:

- + Create awareness of the unique experiences as well as the variety and range of activities in and around Big Sky
- + Extend visitors' stays and attract new high-value, low-impact visitors
- + Attract regional drive market seeking a getaway close to home
- + Identify and narrow Big Sky's target market/niche audience based on SMARI research and conversion info*
*Strategic Marketing & Research, Inc (SMARI) research conducted in 2008 and 2009
- + Focus messaging to give Big Sky one, unified voice
- + Educate the Big Sky community as to how tourism impacts their local economy as well as their quality of life
- + Implement marketing strategies that align with the Travel Montana brand and target audience: the geotraveler



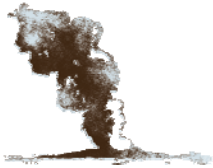
IDENTITY:

Big Sky's strengths and challenges are apparent in the leisure travel market as well as the meetings & conventions market.

Strengths:

Primary-

Proximity to Yellowstone National Park—Big Sky is conveniently located within 60 miles of the west entrance to Yellowstone National Park, which is one of the most accessible and convenient gateways to the Park. ITRR research has shown that 55% of visitors to Gallatin County were attracted to Yellowstone. And 41% of those who took snowcoach trips in Yellowstone in the winter were in Big Sky on a ski vacation. According to a 2008/2009 Strategic Marketing & Research, Inc (SMARI) Big Sky Visitor Profile report, in the summer months, 79% of visitors to Big Sky visit Yellowstone National Park while 57% who visited were motivated to visit by Yellowstone's proximity. Yellowstone was the second most popular day trip for Big Sky vacationers: 50% in the winter and 79% in the summer visited the Park.



Recreational activities—Big Sky has a myriad of year-round recreational activities all located in our backyard including, but not limited to: "The Biggest Skiing in America®," the nation's #1 Nordic skiing center, snowboarding, snowmobiling, world-class fly fishing, golfing, whitewater sports, mountain biking, camping and horseback riding and most recently, Big Sky Resort's zipline. The SMARI study reports that visitors to Big Sky enjoy skiing/snowboarding (95% participate), wildlife viewing (93% participate), hiking (64% participate), fishing (43% participate) and whitewater sports (29% participate).

Secondary-

Growth and expansion of amenities—The continued development of commercial areas: the Big Sky Town Center, new development and expansion of businesses and services on Hwy 191 in Gallatin Canyon and pedestrian commercial villages at both Big Sky Resort and Moonlight Basin help Big Sky compete with other larger, more developed resort towns.

Home to one of the largest convention properties in Montana—Big Sky Resort's Yellowstone Conference Center offers state of the art accommodations, can host over 750 guests and attracts national corporations for conferences and incentive travel.



Challenges:

Primary-

Economic conditions—the struggling economy, which began in 2008 and is expected to carry through at least the end of 2009 has put serious strain on travel, and especially travel to hard to reach areas.* Couple this with the negative local and national press concerning Big Sky area developments and the downturn in the construction and housing market; and Big Sky may face difficulties based on the perception that it struggles to be seen as a thriving community.

**Forecasts from the US Travel Association projected people to cut down on leisure-trip taking by 3.5% and travel expenditures by 7.5%. Further, those who are traveling are doing it closer to home: Google trends in March show growth in searches for rental cars, bus and rail exceeding growth in search for flights. (Adage.com, "States Vie for Few Domestic-Tourism Dollars")*

Yellowstone National Park statistics show visits were:

- + Down 9.6% March 09 compared to March 08
- + Down 11.6% YTD compared to 08
- + Down 13.2% for winter compared to 08

Transportation— the perception of relatively limited, inconvenient and/or expensive airline service (in comparison to other Western U.S. resort areas) inhibits both the leisure and business traveler from visiting Big Sky. Increased direct flight services as well as additional airlines are helping this transportation challenge. In addition, there remains a perception that transportation within the Big Sky community is difficult, as amenities are spread throughout the town, lacking one central main street. This makes it difficult for visitors to travel within Big Sky, again, in comparison to other resort destination areas.** However, the Big Sky/Bozeman shuttle service is connecting the two communities and enabling visitors to travel between places without needing a car.

***For the first time in history, the Bozeman airport was 10,000 seats ahead of Billings through March. However, Bozeman airport traffic is projected to be below 08 numbers, but above 07 numbers at the end of 09.*

Classification as a winter destination— Big Sky's reputation as a ski resort destination overshadows warm season tourism opportunities. The reputation as home to "The Biggest Skiing in America®" positions Big Sky to consumer travelers as a "winter only" destination. The challenge is to show summer recreational opportunities in addition to the well-known winter ones.



Lack of nightlife activities—Perception of relatively limited nightlife, in comparison with other resort areas, can be a deterrent for some consumer travelers.

Lack of technology perception—There is a general perception among conference planners that Montana as a whole is not up-to-date with the latest trends and capabilities in technology and business amenities.

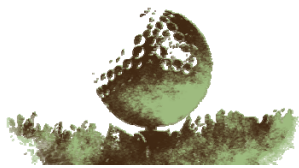
Secondary-

Dependence on climate conditions—Big Sky's tourism is highly dependent on natural conditions, in both the summer and winter seasons. Climate change has resulted in lower than average snowpack years, and unpredictable fires in the summer play a large role in visitation to the area. It will become increasingly important to monitor these perceptions and how they affect travel to the area.

GOALS:

Consumer Travel (Domestic and Group Travel):

Focus on warm season—Most consumers have an awareness of Big Sky as a winter destination and the CVB's budget is a fraction of the total dollars spent on the promotion of winter by the local resorts and properties. Messaging needs to be done to educate prospective visitors about the travel opportunities during summer and shoulder seasons. In addition, messaging to the warm season visitor gives us the opportunity to bring visitors to Big Sky at a time of year when the occupancy is lower.



Position Big Sky as a weeklong destination hub (toward faraway visitors)—We plan to extend visitor's stays by utilizing the geographic location of Big Sky in relation to area attractions. According to the 2008/2009 SMARI study, on average the visitor's stay in Big Sky is about 5 nights and includes 5 people and nearly half include children age 17 or younger. By promoting Big Sky as a vacation hub, with an abundance of day trips to historic, recreational and national destinations all located within a couple of hours drive, visitors will see the range and variety of vacation options within the area and extend their stay. Seventy-three percent of visitors reported taking daytrips to nearby attractions during their stays.

Position Big Sky as regional getaway—Although studies show that the Big Sky traveler stays an average of 5 nights, we cannot predict what the FY10 travel trends will be. Considering the financial hardship many people are facing, the idea of a weeklong trip thousands of miles away is no longer the industry average.* In



order to reach Big Sky's visitation goals, the CVB will reach out to local and regional drive markets by showing Big Sky as a world-class, yet close and affordable, destination. By promoting Big Sky as a vacation hub, with an abundance of daytrips to historic, recreational and national destinations all located within a couple of hours drive, visitors will see the range and variety of vacation options within the area and extend their stay.

**Those who are traveling are doing it closer to home: Year-over-year Google trends in March 2009 show growth in searches for rental cars, bus and rail exceeding growth in search for flights. (Adage.com, "States Vie for Few Domestic-Tourism Dollars")*

Promote Big Sky as one of Montana's premier vacation destinations—The CVB will focus efforts alone and/or in partnership with the state, other regions/CVBs and private business in an effort to leverage funds to promote Big Sky as a premier vacation destination.

Table 1: Big Sky Visitor Daytrip by Destination*

Visitor Day Trip Destinations	Overall	Summer	Winter
Bozeman, Montana	47%	64%	45%
Yellowstone National Park and/or West Yellowstone, Montana	58%	79%	50%
Ennis, Montana	9%	14%	5%
Quake and/or Hebgen Lake	9%	21%	7%
Virginia or Nevada Cities	8%	14%	5%
Other	5%	14%	2%
Did Not Take a Daytrip	27%	14%	30%

Note: In the above chart the percentage of visitors totals more than 100%, as visitors often took more than one daytrip while in the area.

**Big Sky CVB 2009 Visitor Profile Report*

Align with Yellowstone National Park—Yellowstone National Park is Big Sky's primary differentiating point from other resort towns, such as Aspen, Park City and Vail, particularly in the summer. As seen above, three-quarters of Big Sky's visitors took at least one daytrip, with 79% traveling to Yellowstone during the summer season.* Furthermore, 57% of Big Sky summer visitors were motivated to take the trip to Big Sky due to the proximity to the park.*

**Big Sky CVB 2009 Visitor Profile Report*



Meetings & Conventions:

Educate planners about Big Sky—Educate meeting and group planners about Big Sky's amenities, including the unique recreational opportunities as well as the technological amenities and services.

Promote awareness and accessibility—Create awareness that Big Sky is a meetings & conventions and incentive travel destination for both small and large groups (Big Sky Resort can accommodate groups of over 750 people).

STRATEGIC PLAN:

This marketing plan supports the *Montana Tourism and Recreation Strategic Plan 2008-2012*. Specifically this plan supports the following sections of the statewide strategic plan.

Goal 1: Increase four-season tourism revenues statewide through effective marketing and promotions focusing on high-value, low-impact visitors.

Action 1.1: Implement highly targeted consumer advertising and promotion campaigns, based on strategic marketing plans, and track/report results. (Page 49-50)

"Coordinate promotion efforts to maximize reach to specific target and niche markets, achieving lower costs, broader impact, and higher return on investment."

1.1.b. Continue winter marketing.

1.1.c. Attend consumer travel shows.

1.1.e. Enhance tracking and reporting of results and return on investment (ROI).

Action 1.2: Promote Montana to targeted groups and events, emphasizing off-peak season. (Page 51)

1.2.a. Amplify targeted sales and marketing to attract groups, meetings, and conferences.

1.2.d. Target travel media to increase the visibility of Montana as a leisure travel destination.

Action 1.3: Work collaboratively with other tourism marketing partners to plan and implement priority marketing efforts. (Page 52-53)

"By partners working together to plan strategically and leverage resources, Montana can maximize its effectiveness."

1.3.b. Implement the new Montana tourism brand.

Goal 2: Attain public policy and citizen support for sustainable tourism and recreation.

Action 2.1: Build awareness through statewide publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes. (Page 55)

"Distribute information...emphasize issues identified in research, and show benefits to residents."

Goal 3: Address management and access issues for sustainable recreation on private, state and federal lands.

Action 3.2: Coordinate state, regional and local tourism marketing efforts with state/federal land management strategies to ensure that promotion messages are consistent with public land uses and available facilities. (Page 57)

"Identify capacity and maintenance challenges, and ensure that state/regional/local tourism marketing efforts are appropriately aligned."

Goal 5: Support appropriate tourism business growth, including new tourism products and services, for target customer markets.

Action 5.1: Cultivate opportunities to leverage private and public dollars to create tourism products and attract new tourist markets. (Page 63)

5.1.a. Create vacation packages, and develop theme itineraries, designed for off-peak season niche markets targeted by promotion efforts.

5.1.b. Expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).

Goal 7: Improve Montana's transportation system for both residents and visitors.

Action 7.1: Increase air service capacity to and from Montana's cities. (Page 68)

"Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service."

Action 7.4.c. Encourage and expand intercity transit service, and service to high traffic visitor locations.

Goal 9: Increase funding to maintain sustainable tourism and recreation.

Action 9.1: Seek increases in state funding sources for targeted tourism marketing, and for tourism and recreation-related programs and facilities. (Page 75)

Action 9.2: Foster opportunities to pool public and private marketing dollars.

“Coordinate the efforts of Travel Montana, regions, CVB’s, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.”

Action 9.3: Enhance funding for region and CVB marketing efforts.

Goal 10: Build an effective “team” to implement the Strategic Plan, and report results.

Action 10.5: Obtain strategic research to inform tourism marketing development, and policy decisions, and disseminate results and implications. (Page 77-78)

10.5.a. Continue to conduct research about resident and nonresident travelers in Montana to determine progress on Strategic Plan objectives.

10.5.c. Continue regular monitoring of Montanans' opinions about tourism and recreation.

OBJECTIVES:

Consumer Travel (Domestic and Group Travel):

+ **Bring bed tax collections back up to 2007-2008 numbers or an average of the last three years collections: \$1,144,115, three year average.**

+ **Raise the total amount of tourism revenue* brought into Big Sky by 5% compared to 2009.**

**2009 information not available at planning time, but numbers are based on total tourism impact including hotels, food, gas, outfitters, etc)*

Bed tax collections decreased by a total of 8% from 2007 to 2008 (last year’s objective was to increase collections by 10%). Although the first quarter of 2008 was up compared to the previous year, 2008 saw an overall decrease of 8% in lodging tax revenue from the previous year. Much of this could be due to collapse of the housing market and the speculation of an unstable economy. However, the 22% decrease in the summer season supports our initiative to position Big Sky as a year-round vacation destination. It is also important to note that 2007 saw the highest total of resort tax money ever collected (since 1987), \$1,219,993 while 2008 came in closely behind as the second highest year at \$1,121,320.

Table 2: Big Sky Resort Area District Gross Lodging Tax Revenue*

Date	2006	Percent change from 2005	2007	Percent change from 2006	2008	Percent change from 2007
1/1-3/31	\$594,205	+9%	\$664,149	+12%	\$729,953	+10%
4/1-6/30	\$61,567	-16%	\$107,607	+75%	\$62,647	-42%
7/1-9/30	\$253,817	+2%	\$271,089	+7%	\$211,401	-22%
10/1-12/31	\$181,443	+9%	\$177,148	-2%	\$118,319	-33%
Total	\$1,091,032	+5%	\$1,219,993	+12%	\$1,121,320	-8%

*Source: Department of Commerce, MT.gov, Montana Promotion Division

- + **Drive consumers to the website with fresh content, photos and expanded trip ideas.** Because the site is just one-year old, the goal is to continue to monitor the site's effectiveness by analyzing WebTrend reports and modify as needed.

From May 1, 2008 - March 31, 2009, the Big Sky CVB website averaged (per month):

- + 3331 unique visitors
- + 410 repeat visitors
- + 6:00 minutes per visit
- + 24,549 total page views
- + 9,608 visits



The Big Sky CVB came in just short of the 2008 website goals but is pleased despite a lagging economy and lower tourist visits. However, the site has seen a steady increase in traffic and length of stay. Big Sky CVB's FY10 website objectives are to continue driving traffic to the site through online advertising, social media outlets, inbound links and advertising. The goal is to increase both unique visits and repeat visits as well as length of time on site.

- + **Maintain an above industry average click-through rate for all Internet keyword campaigns**

In FY09, the Big Sky CVB continued the keyword campaign that was begun in 2008 on Yahoo as well as seven Vertical Media sites. The table below shows a sample click-through rate (CTR) report for one week during the campaign, comparing 2009 to 2008. The overall CTR is well above the industry average but is lower than 2008 by 1.5%. Keywords such as Big Sky Montana, Montana Ski Vacations and Montana Ski Resorts have proven strong while other words may have lots of impressions but a very low CTR. The Big Sky CVB plans on continuing Internet keyword campaigns in FY10 but will narrow the focus in keywords in order to increase CTR while keeping costs low and results significantly above the industry average of .15% (note: above average is considered .2% and 2009 average was 2.3%).

Table 4: Yahoo CTR Report February 22-28, 2009 compared to February 22-28, 2008

Keywords	2008			2009		
	Impressions	CTR (%)	Clicks	Impressions	CTR (%)	Clicks
big sky	2,380	1.09	26	2,622	1.41	37
big sky montana	1,295	10.97	142	1,261	10.71	135
big sky MT	119	7.56	9			
big sky resort	182	6.59	12	254	4.72	12
big sky resort montana	239	1.67	4			
big sky ski resort	348	3.45	12	278	4.68	13
big sky skiing	15	0	0			
montana ski resorts			3	99	9.09	9
big sky vacation	99	3.03	0	26	0	0
lone mountain ranch	32	0		29	0	0
montana cross country skiing	8	0	0	4	0	0
montana ski areas	28	7.14	2	14	0	0
montana ski vacations	29	10.34	3	294	1.7	5
montana skiing	75	1.33	1	78	2.56	2
montana snowboarding	3	0	0	6	0	0
montana snowmobiling	7	14.29	1	7	0	0
montana snowshoeing	1	0	0	3	0	0
montana vacation	1,277	2.19	28			

moonlight basin	107	0.93	1	106	1.89	2
big sky condos	18	5.56	1	13	7.69	1
big sky hotels	701	2.43	17	346	2.31	8
big sky lodging	638	2.35	15	305	2.3	7
big sky rentals	16	0	0	26	0	0
big sky ski vacation	139	15.83	22	1,281	1.95	25
winter in yellowstone	6	0	0	24	0	0
yellowstone snowmobiling	30	3.33	1	49	0	0
yellowstone vacation	442	2.49	11	398	1.01	4
yellowstone winter vacation	2	0	0			
Totals	8,236	3.80	311	4,901	2.30	223

Table 3: Yahoo CTR Report December 4, 2008 - March 31, 2009 (total):

Winter- General Ad Group	Impressions	CTR (%)	Clicks
big sky montana	20,728	9.1	1,886
big sky	39,059	1.03	404
big sky resort	3,552	4.14	147
montana ski resorts	1,611	7.2	116
big sky ski resort	4,647	4.11	191
montana skiing	1,138	6.77	77
montana ski vacations	1,458	3.09	45
moonlight basin	1,864	0.91	17
montana ski areas	226	2.65	6
montana snowboarding	58	3.45	2
lone mountain ranch	454	0.66	3
montana snowmobiling	221	0.9	2
montana cross country skiing	54	3.7	2
montana snowshoeing	24	4.17	1
Totals (14)	75,094	3.71	2,899
Winter- Lodging Ad Group	Impressions	CTR (%)	Clicks
big sky ski vacation	6,927	7.39	512
big sky lodging	3,153	3.96	125
big sky hotels	6,524	1.62	106
big sky vacation	688	2.47	17
big sky rentals	367	1.36	5
big sky condos	320	0.94	3
Totals (6)	17,979	2.96	768
Winter- Yellowstone Ad Group	Impressions	CTR (%)	Clicks
yellowstone vacation	6,305	2.68	169
yellowstone snowmobiling	1,107	0.81	9
winter in yellowstone	536	1.12	6
Totals (3)	7,948	1.54	184



Meetings & Conventions:



- + Support local properties in marketing efforts leading to obtaining meetings & conventions

The Big Sky CVB understands the importance of meetings & conventions to the Big Sky community. Carrying on the plan from last year, for FY10, we will allocate a low percentage of the budget toward meeting and conventions advertising. Local properties are actively advertising their own services and venues and the CVB will maintain a presence in this market.

TARGET GEOGRAPHIC MARKETS:

We have defined our target geographic markets using data from the following sources:

- + Consumer Travel–Big Sky 2009 SMARI Visitor Profile Report, research studies conducted by the Institute for Tourism Recreation and Research (ITRR) and information compiled at Travel Montana
- + Meetings & Conventions–research studies conducted by the ITRR and information compiled at Travel Montana

Consumer Travel (Domestic and Group Travel):

As seen in the table below, visitors to Big Sky come from all over the country. The Big Sky 2009 Visitor Profile Report shows insight as to the state of residence of past visitors as well as the percentage of those visiting from certain DMAs within the country. We will focus our marketing efforts on these key markets moving forward.

Table 5: Big Sky Visitor by State of Residency*

Visitor's State of Residency	% Of Visitors
Minnesota	9.9%
California	7.4%
Georgia	3.7%
Illinois	3.7%
Michigan	3.7%
North Dakota	3.7%
Missouri	2.5%
Mississippi	2.5%
Texas	2.5%
Wisconsin	4%

Table 6: Big Sky Visitor by DMA*

DMA Name	% Of Big Sky Visitors
Minneapolis-St. Paul, MN	9.9%
Atlanta, GA	7.4%
Chicago, IL	3.7%
Rochester-Mason City-Austin, MN-IA	3.7%
San Francisco-Oakland-San Jose, CA	3.7%
Washington, DC (Hagerstown, MD)	3.7%
Anchorage, AK	2.5%
Denver, CO	2.5%
Fargo-Valley City, ND	2.5%



**Big Sky CVB 2009 Visitor Profile Report*

Meetings & Conventions and Incentive Travel:

Understanding the different and unique groups that come to Montana, we are expanding our meeting market to include those looking for incentive travel as well; resulting in increased business opportunities for our smaller, more specialized properties.

Primary Markets—Meeting planners interested in the Rocky Mountain West and those who may have held meetings in Colorado, Idaho, Montana, Wyoming, Utah, Oregon and Washington.

Secondary Markets—Meeting planners who may be planning or who have held meetings in North Dakota, South Dakota and Arizona.

TARGET DEMOGRAPHICS:

Consumer Travel (Domestic and Group Travel):

Based on the advertising outlets from FY08, the 2009 Visitor Profile has provided insight as to visitor demographics. The highest percentage of those who visited Big Sky were 41 to 50 years old followed closely by those aged 51-64 years.

Table 7: Big Sky Visitor Demographics*

Age	
Under 30	16%
30 to 40	11%
41 to 50	35%
51 to 64	32%
65 or older	5%
Marital Status	
Married	70%
Single/never married	17%
Percent with children in household	39%
Education	
High school or less	6%
Some college/technical school	18%
College graduate	35%
Post graduate degree	41%
Income	
Under \$20,000	4%
\$20,000 - \$39,999	13%
\$40,000 - \$59,999	11%
\$60,000 - \$79,999	11%
\$80,000 - \$99,999	13%
\$100,000 - \$120,000	11%
More than \$120,000	45%

**Big Sky CVB 2009 Visitor Profile Report*

Based on the above research data, we will focus our efforts on middle-aged (41-64 year old) married couples, with and without children, with a higher than average education, who have a household income of \$80,000+.

Based on further research we will also focus on targeting consumers who are motivated to travel, which includes the Travel Montana target audience: the geotraveler. Those consumers participate in or are interested in national parks and historical sites, scenic drives, wildlife viewing, outdoor recreational activities (most notably hiking, biking, fishing, skiing, snowboarding and horseback riding).

Table 8: Big Sky Visitor Activities (based on an average of summer and winter travelers)*:

	Participate	Motivate
Local cuisine/area restaurants	78%	5%
Shopping	72%	2%
Skiing/Snowboarding	70%	67%
Scenic drives through the country	56%	17%
Visit Yellowstone National Park	56%	17%
Wildlife viewing	50%	11%
Hiking	27%	8%
Nightlife or entertainment	22%	0%
Snowmobiling	20%	3%
Cross-country skiing/snowshoeing	16%	8%
Visiting historical sites	16%	0%
Fishing	14%	0%
Scenic lift ride	14%	0%
Visiting a museum	11%	0%
Attending a festival or fair	11%	0%
Attending conference/meeting/continuing education	11%	6%
Visiting a spa	11%	0%
Visiting another state or national park	8%	5%
Horseback riding	8%	6%
White water rafting or kayaking	8%	0%
Attending performing arts (music or theater)	6%	0%
Golf	5%	2%
Biking/Mountain Biking	2%	0%

*Big Sky CVB 2009 Visitor Profile Report

Based on the above demographic information, broad social groups of the Big Sky visitor have been developed using PRIZM® data. Of these social groups, the Town and Country group is most representative of Big Sky visitors. Town and Country people tend to live in small towns, rural areas and in the suburbs on the urban fringe. Within the Town and Country group, lies 4 subsets with Landed Gentry showing 34% of Big Sky visitors. And finally, within the Landed Gentry group are two subsets which make up the strongest demographic of Big Sky visitors, outlined below.

Table 7: Town and Country subgroups*:

PRIZM® Segmentation	Lifestage Group	Age Range	Median HH	Lifestyle traits	Big Sky Visitor %
Big Fish, Small Pond	Affluent empty nests	45-64	\$85,487	Order from LL Bean, belong to a country club, read Atlantic Monthly,	13.1%

God's Country	Midlife success	35-54	\$86,954	watch college basketball, Jaguar XK Order from Priceline.com, took a golf vacation, read skiing, watch Outdoor Life Network, Volvo XC70	11.5%
---------------	-----------------	-------	----------	--------------------------------------------------------------------------------------------------------------------------------------------------	-------

**Big Sky CVB 2009 Visitor Profile Report*

Meetings & Conventions:

- + **Size**—Focus on conferences and conventions of all sizes, from small groups of 50 to groups of 750.
- + **Industry**—Based on historical data, the conferences that come to Big Sky are mainly from these industries: financial and banking services, government, healthcare, and insurance.

MARKETING STRATEGY:

The Big Sky CVB is entering the last phase of its three-year marketing plan. While the past two years have been spent building a foundation through solid research and creative strategies, FY10 will focus on execution and measuring results.

In Retrospect-

FY08: Set the framework with research and product development (mainly, new creative, conversion study and launch of the micro site, all of which have been completed).

FY09: Continued the integration of new creative, product development (including web site development and continued research) and focused the message to target specific target markets based on the previous year's research data (all of which have been completed).



Looking Ahead-

FY10: Launch a targeted and robust advertising effort based on the previous two-year's research, product development and integration. Big Sky's target audience is defined as those ages 41-64 with a HHI of \$80,000 or higher who are scattered throughout the country but can be effectively reached through targeted advertising and online strategies.

While Big Sky cannot control nor predicts the effects the economy will have on tourism, the CVB will continue to focus efforts both regionally and toward states and/or regions we know continue to visit Big Sky year after year. Based on data from the 2009 SMARI Visitor Profile Report, in FY10 we will continue to focus on creative development and integration based on aforementioned target.

In addition, we will strive to align creative work and targeted advertising toward the Travel Montana brand: the geotraveler. Both through messaging and targeted advertising in geographic areas, the CVB will seek to complement and leverage the brand message that the state of Montana portrays. And finally, messaging and marketing efforts will be aligned with the vision of the Big Sky Chamber of Commerce- to give Big Sky a unified, more powerful voice.

With all of the research complete, the Big Sky CVB now has an opportunity for a larger percentage of the budget to go toward a media presence. Although less funds are available this year, we no longer need to allocate funds toward research. Therefore, the CVB plans on spending the majority of its budget on targeted advertising. Because the website has been created, the percent of the budget going toward the website has decreased. However, funds remain to add additional elements including day trips and social media opportunities as well as monitor overall web presence and effectiveness. And a slight increase in the budget toward publicity has been decided upon in order to entice writers to continue to cover the Big Sky area.

Consumer Travel (Domestic Group Travel):

Primary–

- + Build upon previous consumer advertising campaigns and expand media placement in both national and regional consumer magazines and Internet sites that match our target geographic and demographic profile.
- + Continue to participate in Travel Montana cooperative consumer advertising opportunities, as they fit within the Big Sky CVB's target geographic and demographic profiles, utilizing both print and Internet mediums.
- + Continue the expansion of the Target Market campaign, with print, Internet and direct email products, targeted to the defined Big Sky visitor per the 2009 Visitor Profile Report and Travel Montana's efforts.
- + Continue to attend Consumer and Recreation Trade Shows to maintain a presence and collect qualified leads.

Secondary–

- + Target members of the media to write about Big Sky and/or come for a visit.
- + Continue distribution of fulfillment materials produced by the Big Sky Chamber of Commerce for people responding and inquiring as a result of advertising campaigns.

Meetings & Conventions:

Primary–

- + Participate in cooperative meetings & conventions print and Internet advertising opportunities with Travel Montana, other CVBs and Regions.
- + Act as a liaison between conference planners and the Big Sky community by providing necessary information about the area, including lodging, transportation and technology capabilities.



The following page details the annual budget overview for FY10.

ANNUAL BUDGET OVERVIEW FY10:

Project Description	Project Budget	Total Budget	Percent
<i>Marketing Support</i>		\$28,092	
Administration (max 20%)	\$20,092		18%
Opportunity Marketing (max 10%)	\$1,000		1%
TAC Meetings	\$1,000		1%
Co-op/Joint Ventures	\$2,500		2%
Marketing Plan Development FY10	\$3,500		3%
<i>Advertising</i>		\$67,528	
Consumer Advertising	\$65,028		58%
Direct Flight Advertising			0%
Meetings & Convention Advertising	\$2,500		2%
<i>Electronic Marketing</i>			
Website - Phase 2	\$5,000	\$5,000	4%
<i>Publicity</i>	\$5,000	\$5,000	4%
<i>Research - Phase 2</i>			
<i>Tradeshows</i>		\$6,000	
Consumer & Recreation Shows	\$6,000		5%
Total Percentage of Project			100%
TOTAL BUDGET REQUESTED	\$111,620	\$111,620	
FY Projected Revenue (95%)	\$111,620		
Previous FY Uncommitted Funds	TBD		

10% decrease in budget: We would decrease funds in Administration, publicity, co-op/joint ventures, consumer advertising and tradeshows. (Approx. \$11,162)

PROJECT APPLICATIONS AND BUDGETS:

Organization Name: Big Sky Convention and Visitor's Bureau

Project Name: Marketing Plan Development FY10

Application Completed by: Marne Hayes

<input checked="" type="checkbox"/> Final
<input type="checkbox"/> Preliminary

Please explain the need for this project as well as a clear overview of the concept of the project. Narrative must provide enough details that those reviewing the application can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.

The Marketing Plan defines the goals and objectives of the Big Sky Convention and Visitor's Bureau for the next fiscal year. This project is a partnership with MercuryCSC who provides marketing support in the following areas:

- + Analysis of the previous year's plan (project evaluation, demographics and geographic analysis)
- + Attendance at monthly CVB meetings, the strategic planning sessions and the yearly statewide marketing retreat to provide feedback and gather input from the CVB's, regions and Travel Montana
- + Writing and developing the current marketing plan in conjunction with the CVB Director

Results can be found in the completion report. Our objectives (as outlined in the FY10 narrative) are listed below.

Goals:

- + Create and fulfill the marketing plan of the Big Sky Convention and Visitor's Bureau
- + To get the best return on investment in developing the marketing plan

Objectives:

The projects outlined in the marketing plan are all designed to reach the objectives for our two segments:

Consumer Travel (Domestic and Group Travel):

- + Bring bed tax collections back up to 2007-2008 numbers or an average of the last three years collections: \$1,144,115, three year average
- + Raise the total amount of tourism revenue brought into Big Sky by 5% compared to 2009
- + Drive consumers to the website with fresh content, photos and expanded trip ideas. From May 1, 2008 - March 31, 2009, the Big Sky CVB website averaged (per month):
 - + 3331 unique visitors
 - + 410 repeat visitors
 - + 6:00 minutes per visit
 - + 24,549 total page views
 - + 9,608 visits

Big Sky CVB's FY10 website objectives are to continue driving traffic to the site through online advertising, social media outlets, inbound links and advertising. The goal is to increase both unique visits and repeat visits as well as length of time on site.

- + Maintain an above industry average click-through rate for all Internet keyword campaigns

Meetings & Conventions:

- + Support local properties in marketing efforts leading to obtaining meetings & conventions

Identify the portions of your marketing plan that support this project.

All areas of the marketing plan are supported by this project.

Does this project support the Strategic Plan? Yes

Goal 1: Increase four-season tourism revenues statewide through effective marketing and promotions focusing on high-value, low-impact visitors.

Action 1.1: Implement highly targeted consumer advertising and promotion campaigns, based on strategic marketing plans, and track/report results. (Page 49-50)

"Coordinate promotion efforts to maximize reach to specific target and niche markets, achieving lower costs, broader impact, and higher return on investment."

1.1.b. Continue winter marketing.

1.1.c. Attend consumer travel shows.

1.1.e. Enhance tracking and reporting of results and return on investment (ROI).

Action 1.2: Promote Montana to targeted groups and events, emphasizing off-peak season. (Page 51)

1.2.a. Amplify targeted sales and marketing to attract groups, meetings, and conferences

1.2.d. Target travel media to increase the visibility of Montana as a leisure travel destination

Action 1.3: Work collaboratively with other tourism marketing partners to plan and implement priority marketing efforts. (Page 52-53)

"By partners working together to plan strategically and leverage resources, Montana can maximize its effectiveness."

1.3.b. Implement the new Montana tourism brand.

Goal 5: Support appropriate tourism business growth, including new tourism products and services, for target customer markets.

Action 5.1: Cultivate opportunities to leverage private and public dollars to create tourism products and attract new tourist markets. (Page 63)

5.1.a. Create vacation packages, and develop theme itineraries, designed for off-peak season niche markets targeted by promotion efforts..

5.1.b. Expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities)

Goal 7: Improve Montana's transportation system for both residents and visitors.

Action 7.1: Increase air service capacity to and from Montana's cities. (Page 68)

"Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service."

Action 7.4.c. Encourage and expand intercity transit service, and service to high traffic visitor locations.

Goal 9: Increase funding to maintain sustainable tourism and recreation.

Action 9.1: Seek increases in state funding sources for targeted tourism marketing, and for tourism and recreation-related programs and facilities. (Page 75)

Action 9.2: Foster opportunities to pool public and private marketing dollars.

“Coordinate the efforts of Travel Montana, regions, CVB’s, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.”

Action 9.3: Enhance funding for region and CVB marketing efforts.

Detail pages attached Yes

Budget page must be attached for approval.

FY09 Project: Marketing Plan Development Budget FY10

	State Tourism Funds		Other Funds		Total
PROFESSIONAL SERVICES:					
Project Management	\$3,500	+	\$0	=	\$3,500
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$3,500		\$0		\$3,500
MARKETING/ADVERTISING:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0
TRAVEL:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0
OTHER:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0
<hr/>					
REGION/CVB PROJECT TOTAL	\$3,500	+	\$0	=	\$3,500

Organization Name: Big Sky Convention and Visitor's Bureau
Project Name: Consumer Advertising
Application Completed by: Marne Hayes

<input checked="" type="checkbox"/> Final
<input type="checkbox"/> Preliminary

Please explain the need for this project as well as a clear overview of the concept of the project. Narrative must provide enough details that those reviewing the application can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.

In FY09, the Big Sky Convention and Visitor's Bureau advertised to consumer travelers through various print advertising initiatives including: consumer advertising and direct flight advertising. Although in FY09, these projects were broken out into two separate projects, this year due to limited budget and a cohesive brand message, the overall goal is consumer advertising. After all when advertising, the CVB has one solid objective: increase visitation to Big Sky.

Last year's advertising media outlets consisted of:

Co-op with Travel Montana:

- + Print
 - + National Geographic Traveler
- + Internet
 - + Direct email in Budget Travel

Co-op with Bozeman CVB, West Yellowstone CVB, Moonlight Basin, Big Sky Resort and Big Sky Chamber:

- + Print
 - Texas Monthly
 - Texas Wildlife and Parks
- + Internet
 - MountainGetaway.com
 - Dallasnews.com

Individual CVB Efforts:

- + A print campaign that included:
 - + National Geographic Traveler
 - + Fly Rod and Reel
 - + Wend Magazine
 - + San Francisco Chronicle
- + An internet campaign that included:
 - + lexplore.com (banner ads as well as e-newsletter)
 - + The Away Network (this included away.com, gorp.com and outside.com)
 - + Tripadvisor.com
 - + WendMag.com
 - + MatadorNetwork.com
 - + GearJunkie.com
 - + LATimes.com
 - + OntheSnow.com
 - + Accuweather.com
 - + SFGate.com
 - + Wildernet.com
 - + SeattlePI.com



- + SeattleTimes.com
- + NWSsource.com

- + Vertical Media Search Marketing:
 - + Aroundyellowstone.com
 - + Bozemannet.com
 - + Jacksonhole-skiing.com
 - + Jacksonholenet.com
 - + Westyellowstonenet.com
 - + Yellowstoneparknet.com
 - + Yellowstonewinterguide.com
 - + Aroundyellowstone.com
 - + Alltravelcams.com
 - + Alltrips.com

- + Yahoo Search Marketing

General results for FY09 can be found in the narrative section of this marketing plan. Detailed results can be found in the completion reports. Our broader objectives (as outlined in the FY10 narrative) are listed below.

Big Sky CVB would like to continue to utilize the following strategy for the consumer advertising campaign during FY10:

- + Paid keyword searches on search engines
- + Sponsorship of relevant editorial/advertorial content on travel-oriented and/or lifestyle websites that reach our geographic and demographic target markets
- + Banner ad placement on travel-oriented and/or lifestyle websites that reach our geographic and demographic target markets
- + Both print and Internet joint venture opportunities with Travel Montana that reach our geographic and demographic target markets.
- + Leveraging advertising space in media outlets and regions where Travel Montana may be investing advertising dollars.

Goals:

- + Educate consumers about the range and variety of activities in and around Big Sky during the warm season, to promote year-round visitation
- + Position Big Sky as a weeklong destination hub, based on SMARI research that show the Big Sky visitors stays an average of 5 days.
- + Target the local and regional drive markets by showing Big Sky as a world-class yet close and affordable destination.
- + Align with Yellowstone National Park
- + Promote Big Sky as one of Montana's premier vacation destinations through CVB efforts alone and/or in partnership with the state, other regions/CVB's and private business in an effort to leverage funds

- + Educate direct flight market(s) consumers about direct flight service to Bozeman/Big Sky
- + Create awareness of the availability (number of flights as well number of direct flight markets) of airline service into Bozeman/Big Sky

Objectives:

- + Bring bed tax collections back up to 2007-2008 numbers or an average of the last three years collections: \$1,144,115, three year average
- + Raise the total amount of tourism revenue brought into Big Sky by 5% compared to 2009
- + Drive consumers to the website with fresh content, photos and expanded trip ideas. From May 1, 2008 - March 31, 2009, the Big Sky CVB website averaged (per month):
 - + 3331 unique visitors
 - + 410 repeat visitors
 - + 6:00 minutes per visit
 - + 24,549 total page views
 - + 9,608 visits
- + Maintain an above industry average click-through rate for all Internet keyword campaigns
- + Use 2009 SMARI Visitor Profile Report data to target our most valuable markets with focused campaigns
- + Promote Big Sky to direct flight cities
- + Use the new Vacation Planner (produced by Big Sky Chamber of Commerce) to educate inquiring target markets about recreational opportunities and amenities in Big Sky

Identify the portions of your marketing plan that support this project.

Consumer advertising will encourage potential visitors to contact the Big Sky CVB for additional tourism information.

- + Increase warm season visitation by showcasing the range and variety of activities offered in and around Big Sky
- + Inform visitors about Big Sky's proximity to Yellowstone National Park, as it is the primary differentiating point from other resort towns
- + Extend visitor's stays by offering daytrips in and around the area, positioning Big Sky as a "destination hub"
- + Build and maintain a consistent image of Big Sky as one of Montana's premiere destinations through all marketing efforts

Does this project support the Strategic Plan? Yes

Goal 1: Increase four-season tourism revenues statewide through effective marketing and promotions focusing on high-value, low-impact visitors.

Action 1.1: Implement highly targeted consumer advertising and promotion campaigns, based on strategic marketing plans, and track/report results. (Page 49-50)

"Coordinate promotion efforts to maximize reach to specific target and niche markets, achieving lower costs, broader impact, and higher return on investment."

1.1.b. Continue winter marketing.

1.1.e. Enhance tracking and reporting of results and return on investment (ROI).

Action 1.2: Promote Montana to targeted groups and events, emphasizing off-peak season. (Page 51)

1.2.a. Amplify targeted sales and marketing to attract groups, meetings, and conferences.

1.2.d. Target travel media to increase the visibility of Montana as a leisure travel destination.

Action 1.3: Work collaboratively with other tourism marketing partners to plan and implement priority marketing efforts. (Page 52-53)

"By partners working together to plan strategically and leverage resources, Montana can maximize its effectiveness."

Goal 5: Support appropriate tourism business growth, including new tourism products and services, for target customer markets.

Action 5.1: Cultivate opportunities to leverage private and public dollars to create tourism products and attract new tourist markets. (Page 63)

5.1.a. Create vacation packages, and develop theme itineraries, designed for off-peak season niche markets targeted by promotion efforts.

5.1.b. Expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).

Goal 7: Improve Montana's transportation system for both residents and visitors.

Action 7.1: Increase air service capacity to and from Montana's cities. (Page 68)

"Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service."

Action 7.4.c. Encourage and expand intercity transit service, and service to high traffic visitor locations.

Detail pages attached Yes

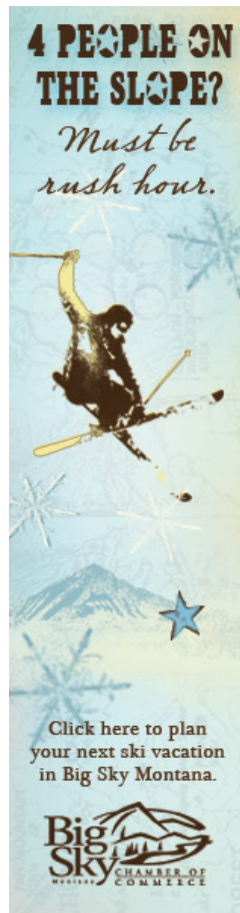
Budget page must be attached for approval.

POTENTIAL PRINT AND INTERNET OPTIONS:

- + AARP Magazine
- + Aarp.org
- + Accuweather.com
- + Alaska/Horizon Magazine
- + Allaspen.com
- + Allglacier.com
- + Accuweather.com
- + Afar
- + Allredlodge.com
- + American Photo
- + Aroundyellowstone.com
- + Audubon
- + Away Network



- + Backpacker
- + Better Homes & Gardens
- + Bigskymontanenet.com
- + Bozemannet.com
- + Budget Travel
- + Budgettravel.com
- + Familytravelforum.com
- + Fly Rod and Reel
- + Fodors.com
- + Freeskier.com
- + Facebook.com
- + GearJunkie.com
- + Good Housekeeping
- + Google.com
- + Gordonsguide.com
- + Goski.com
- + History Channel Magazine
- + lexplore.com
- + Jacksonholenet.com
- + Jacksonholewy.com
- + Jacksonhole-skiing.com
- + Kanoodle.com
- + Madden Pre-print Insert
- + Matadornetwork.com
- + National Geo Adventure
- + National Geo Traveler
- + Nationalgeographic.com
- + Newstnet.com
- + Northwest World Traveler
- + Onthesnow.com
- + OutsideOutside: Go
- + Pandora.com
- + Popular Photography
- + Rsn.com
- + Skinet.com
- + Smithsonian
- + Smithsonian.com
- + Sunset
- + Trailer Life
- + Travel and Leisure
- + Travelandleisure.com
- + Tripadvisor.com
- + Vibrant Media
- + Wildernet.com
- + Wendmag.com
- + Westyellowstonenet.com
- + Yahoo.com
- + Yellowstonepark.com
- + Yellowstoneparknet.com
- + Yellowstonewinterguide.com
- + Yes Mail Direct Email



+ *99 Things to do in Yellowstone*

FY09 Project: Consumer Advertising Budget

	State Tourism Funds		Other Funds		Total
PROFESSIONAL SERVICES:					
Creative Services	\$10,000	+	\$0	=	\$10,000
Concept Development	\$0	+	\$0	=	\$0
Copywriting	\$0	+	\$0	=	\$0
Art Director	\$0	+	\$0	=	\$0
Design/Layout/Prepress	\$0	+	\$0	=	\$0
Project Management	\$6,000	+	\$0	=	\$6,000
	\$0	+	\$0	=	\$0
TOTAL	\$16,000		\$0		\$16,000

MARKETING/ADVERTISING:					
Media Placement	\$48,428	+	\$0	=	\$45,633
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$48,428		\$0		\$48,428

TRAVEL:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0

OTHER:					
Matchprint/Shipping	\$100	+	\$0	=	\$100
Photography/Video Footage	\$500	+	\$0	=	500
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$600		\$0		\$600

REGION/CVB PROJECT TOTAL	\$65,028	+	\$0	=	\$65,028
---------------------------------	-----------------	----------	------------	----------	-----------------

Organization Name: Big Sky Convention and Visitor's Bureau
Project Name: Meetings & Conventions Advertising
Application Completed by: Marne Hayes

<input checked="" type="checkbox"/> Final
<input type="checkbox"/> Preliminary

Please explain the need for this project as well as a clear overview of the concept of the project. Narrative must provide enough details that those reviewing the application can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.

In FY09, the Big Sky Convention and Visitor's Bureau advertised to the meetings & conventions market through print advertising efforts including:
+Meetings West

Detailed results can be found in the completion report. Our broader objectives (as outlined in the FY10 narrative) are listed below.

Big Sky CVB would like to continue to utilize the following outlets for the meetings & conventions campaign during FY10:

- + Sponsorship of relevant editorial/advertorial content on websites that reach our geographic and demographic target markets
- + Banner ad placement on websites that reach our geographic and demographic target markets
- + Both print and Internet joint venture opportunities with Travel Montana that reach our geographic and demographic target markets – TBD

Goals:

- + Educate planners about Big Sky's recreational opportunities and technological amenities and services
- + Promote Big Sky as a meeting and convention destination
- + Educate planners about the ease and accessibility to the area

Objectives:

- + Support local properties in marketing efforts leading to obtaining meetings & conventions
- + Use the new Vacation Planner (produced by Big Sky chamber of Commerce) to educate inquired meeting planners about recreational opportunities and amenities in Big Sky

Identify the portions of your marketing plan that support this project.

- + Meetings and conventions advertising will encourage potential visitors to contact the Big Sky CVB for additional meeting and convention planning information.
- + Promote accessibility to the area and range of recreational activities in and around Big Sky
- + Promote Big Sky as a year round meeting and convention destination

- + Inform visitors about Big Sky's proximity to Yellowstone National Park, as it is the primary differentiating point from other meeting and convention destinations

Does this project support the Strategic Plan? Yes

Goal 1: Increase four-season tourism revenues statewide through effective marketing and promotions focusing on high-value, low-impact visitors.

Action 1.2: Promote Montana to targeted groups and events, emphasizing off-peak season. (Page 51)

1.2.a. Amplify targeted sales and marketing to attract groups, meetings, and conferences.

1.2.d. Target travel media to increase the visibility of Montana as a leisure travel destination.

Action 1.3: Work collaboratively with other tourism marketing partners to plan and implement priority marketing efforts. (Page 52-53)

"By partners working together to plan strategically and leverage resources, Montana can maximize its effectiveness."

Detail pages attached Yes

Budget page must be attached for approval.

POTENTIAL PRINT AND INTERNET OPTIONS:

- + *Association News*
- + Associationnews.com
- + Meetingsfocus.com
- + *Meetings West*
- + Smallmarketmeetings.com
- + *Smart Market Meetings*
- + *Smart Meetings*
- + Smartmeetings.com

FY09 Project: Meetings and Conventions Advertising Budget

	State Tourism Funds		Other Funds		Total
PROFESSIONAL SERVICES:					
Creative Services	\$500	+	\$0	=	\$500
Concept Development	\$0	+	\$0	=	\$0
Copywriting	\$0	+	\$0	=	\$0
Art Director	\$0	+	\$0	=	\$0
Design/Layout/Prepress	\$0	+	\$0	=	\$0
Project Management	\$250	+	\$0	=	\$250
	\$0	+	\$0	=	\$0
TOTAL	\$750		\$0		\$750

MARKETING/ADVERTISING:					
Media Placement	\$1750	+	\$0	=	\$2,000
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$1,750		\$0		\$1,750

TRAVEL:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0

OTHER:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0

REGION/CVB PROJECT TOTAL	\$2,500	+	\$0	=	\$2,500
---------------------------------	----------------	----------	------------	----------	----------------

ORGANIZATION NAME: Big Sky Convention and Visitor's Bureau
PROJECT NAME: Website
APPLICATION COMPLETED BY: Marne Hayes

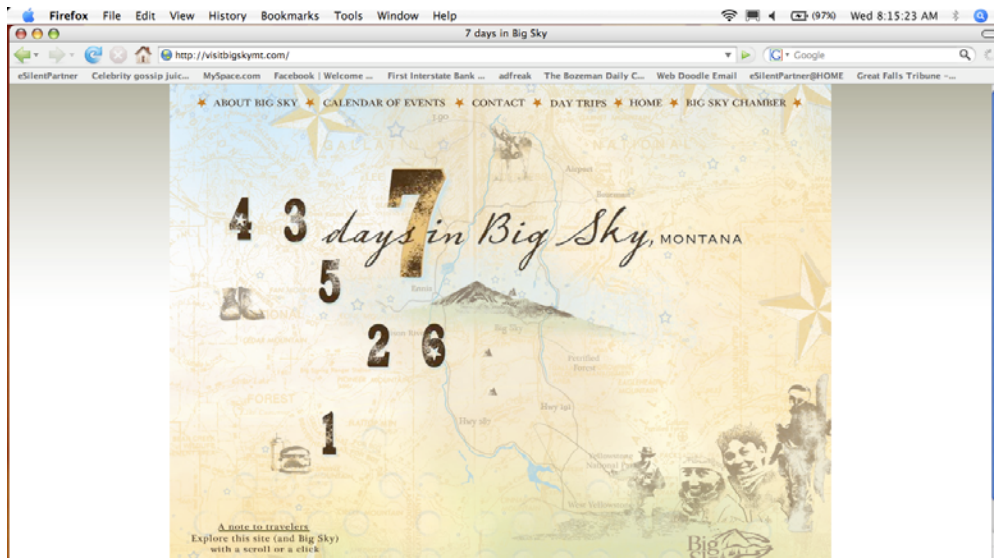
Final
 Preliminary

Please explain the need for this project as well as a clear overview of the concept of the project. Narrative must provide enough details that those reviewing the application can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.

The Internet continues to be a main source of information for people who are planning to travel to Big sky as indicated by the 2009 SMARI Visitor Profile Report: 77% of those who visited Big Sky used the internet to plan their trip. While the site was completed in FY09, a web site must constantly be updated with relevant and thoughtful information to keep visitors engaged.

The Big Sky CVB will continue to use its web site as a tool to attract new visitors. There are many integrated tasks to doing this: adding additional day trip itineraries, monitoring site visits and page views to determine effectiveness and implementing social media elements and links- which have now become more of a trusted resource than traditional web sites.

Overall results for FY09 can be found in the narrative section. Detailed results can be found in the completion report. Our broader objectives (as outlined in the FY10 narrative) are listed below.



In FY10, the Big Sky CVB plans to continue to monitor and add content as needed to the CVB website while monitoring site effectiveness through WebTrend analysis. This includes, but is not limited to: the development of additional daytrip itineraries, inclusion of additional photography and information about the area, with the addition of lodging, attraction, shopping, dining and recreation listings, links to external social media sites such as Twitter, Facebook and others.

Goals:

- + Educate consumers about the range and variety of activities in and around Big Sky during the warm season, to promote year-round visitation
- + Position Big Sky as a weeklong destination hub
- + Align with Yellowstone National Park
- + Promote Big Sky as one of Montana's premier vacation destinations through CVB efforts alone and/or in partnership with the state, other regions/CVB's and private business in an effort to leverage funds.

Objectives:

- + Drive consumers to the website with fresh content, photos and expanded trip ideas. Because the site is just one-year old, the goal is to continue to monitor the site's effectiveness by analyzing WebTrend reports.

From May 1, 2008 - March 31, 2009, the Big Sky CVB website averaged (per month):

- + 3331 unique visitors
- + 410 repeat visitors
- + 6:00 minutes per visit
- + 24,549 total page views
- + 9,608 visits

Big Sky CVB's FY10 website objectives are to continue driving traffic to the site through online advertising, social media outlets, inbound links and advertising. The goal is to increase both unique visits and repeat visits as well as length of time on site.

- + Maintain an above industry average click-through rate for all Internet keyword campaigns
- + Educate consumers about the multitude of daytrips and activities in and around Big Sky

Identify the portions of your marketing plan that support this project.

Encourage potential visitors to contact the Big Sky CVB for additional tourism information.

- + Increase warm season visitation by showcasing the range and variety of activities offered in and around Big Sky
- + Inform visitors about Big Sky's proximity to Yellowstone National Park, as it is the primary differentiating point from other resort towns
- + Extend visitor's stays by offering a myriad of daytrips in and around the area, positioning Big Sky as a "destination hub"
- + Build and maintain a consistent image of Big Sky as one of Montana's premiere destinations through all marketing efforts.

Does this project support the Strategic Plan? Yes

Goal 1: Increase four-season tourism revenues statewide through effective marketing and promotions focusing on high-value, low-impact visitors.

Action 1.1: Implement highly targeted consumer advertising and promotion campaigns, based on strategic marketing plans, and track/report results. (Page 49-50)

"Coordinate promotion efforts to maximize reach to specific target and niche markets, achieving lower costs, broader impact, and higher return on investment."

1.1.b. Continue winter marketing

1.1.e. Enhance tracking and reporting of results and return on investment (ROI).

Action 1.3: Work collaboratively with other tourism marketing partners to plan and implement priority marketing efforts. (Page 52-53)

"By partners working together to plan strategically and leverage resources, Montana can maximize its effectiveness."

Goal 4: Enhance and preserve Montana's culture and history (historic sites, museums, art, music, etc.)

Action 4.1: Promote Montana's existing historic and cultural assets for the enjoyment of residents and visitors. (Page 59)

Detail pages attached Yes

Budget page must be attached for approval.

FY09 Project: Website – Budget

	State Tourism Funds		Other Funds		Total
PROFESSIONAL SERVICES:					
Creative Services	\$4,000	+	\$0	=	\$4,000
Concept Development	\$0	+	\$0	=	\$0
Copywriting	\$0	+	\$0	=	\$0
Art Director	\$0	+	\$0	=	\$0
Design/Layout/Prepress	\$0	+	\$0	=	\$0
Project Management	\$1,000	+	\$0	=	\$1,000
	\$0	+	\$0	=	\$0
TOTAL	\$5,000		\$0		\$5,000
MARKETING/ADVERTISING:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0
TRAVEL:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0
OTHER:					
Photography	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0
<hr/> <hr/>					
REGION/CVB PROJECT TOTAL	\$5,000	+	\$0	=	\$5,000

ORGANIZATION NAME: Big Sky Convention and Visitor's Bureau
PROJECT NAME: Publicity
APPLICATION COMPLETED BY: Marne Hayes

<input type="checkbox"/> Final
<input checked="" type="checkbox"/> Preliminary

Please explain the need for this project as well as a clear overview of the concept of the project. Narrative must provide enough details that those reviewing the application can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.

Each year the Big Sky Convention and Visitor's Bureau sets aside money to assist in media tours. This assistance is usually through providing funding to help with transportation, lodging, meals and area attractions. The CVB also assists by acting as a liaison between the tours and the local area businesses. The CVB will continue to work in conjunction with Travel Montana on media tours scheduled in the area. In addition, Big Sky CVB will reach out to writers and media outlets in order to entice writers to visit Big Sky, with the end goal being articles and press coverage about Big Sky.

Detailed results can be found in the completion reports. Our broader objectives (as outlined in the FY10 narrative) are listed below.

Goals:

- + Promote Big Sky as one of Montana's premier vacation destinations through CVB efforts alone and/or in partnership with the state, other regions/CVBs and private business in an effort to leverage funds.
- + Gain visibility and exposure for Big Sky in the form of positive press: print or online article, blog sites, etc.

Objectives:

- + Bring bed tax collections back up to 2007-2008 numbers or an average of the last three years collections: \$1,144,115, three year average
- + Raise the total amount of tourism revenue brought into Big Sky by 5% compared to 2009
- + Participate in state or regionally directed media tour and gain valuable editorial from exposure to target audiences
- + Host and entertain writers in Big Sky

Identify the portions of your marketing plan that support this project.

Many of Big Sky's goals in the marketing plan are met with this project.

- + Inform visitors about Big Sky's proximity to Yellowstone National Park, as it is the primary differentiating point from other resort towns
- + Extend visitor's stays by offering daytrips in and around the area, positioning Big Sky as a "destination hub"
- + Build and maintain a consistent image of Big Sky as one of Montana's premiere destination through all marketing efforts

Does this project support the Strategic Plan? Yes

Goal 1: Increase four-season tourism revenues statewide through effective marketing and promotions focusing on high-value, low-impact visitors.

Action 1.1: Implement highly targeted consumer advertising and promotion campaigns, based on strategic marketing plans, and track/report results. (Page 49-50)

"Coordinate promotion efforts to maximize reach to specific target and niche markets, achieving lower costs, broader impact, and higher return on investment."

Action 1.2: Promote Montana to targeted groups and events, emphasizing off-peak season. (Page 51)

1.2.a. Amplify targeted sales and marketing to attract groups, meetings, and conferences

1.2.d. Target travel media to increase the visibility of Montana as a leisure travel destination

Detail pages attached Yes

Budget page must be attached for approval.

FY09 Project: Publicity Budget

	State Tourism Funds		Other Funds		Total
PROFESSIONAL SERVICES:					
	\$4,000	+	\$0	=	\$4,000
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0
MARKETING/ADVERTISING:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0
TRAVEL:					
Publicity	\$1,000	+	\$0	=	\$1,000
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$5,000		\$0		\$5,000
OTHER:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0
<hr/>					
REGION/CVB PROJECT TOTAL	\$5,000	+	\$0	=	\$5,000

ORGANIZATION NAME: Big Sky Convention & Visitor's Bureau
PROJECT NAME: Consumer & Recreation Shows
APPLICATION COMPLETED BY: Marne Hayes

<input type="checkbox"/> Final
<input checked="" type="checkbox"/> Preliminary

Please explain the need for this project as well as a clear overview of the concept of the project. Narrative must provide enough details that those reviewing the application can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.

The Big Sky CVB plans to attend a consumer tradeshow during FY10. The continued attendance at consumer shows allows for expanded exposure of Big Sky. The attendees at consumer shows provide an unparalleled buying audience.

Goals:

- + Work to promote Big Sky as one of Montana's premier vacation destinations through CVB efforts alone and/or in partnership with the state, other regions/CVB's and private business in an effort to leverage funds.
- + Educate consumers about the range and variety of activities in and around Big Sky during the warm season, to promote year-round visitation
- + Align with Yellowstone National Park

Objectives:

- + Bring bed tax collections back up to or an average of the last three years collections: \$1,144,115, three year average
- + Raise the total amount of tourism revenue brought into Big Sky by 5% compared to 2008
- + Drive consumers to the website with fresh content, photos and expanded trip ideas.
- + Attend shows in direct flight and/or target market cities (Chicago, Atlanta, Los Angeles, etc) to increase awareness of accessibility to Big Sky
- + Increase overall visitation from key markets
- + Distribute vacation information and have direct contact with target markets and potential visitors

Identify the portions of your marketing plan that support this project.

Attendance at a consumer tradeshow allows the Big Sky CVB to reach a number of goals outlined in our marketing plan.

- + Increase warm season visitation by showcasing the range and variety of activities offered in and around Big Sky
- + Inform visitors about Big Sky's proximity to Yellowstone National Park, as it is the primary differentiating point from other resort towns
- + Extend visitor's stays by offering daytrips in and around the area, positioning Big Sky as a "destination hub"

- + Build and maintain a consistent image of Big Sky as one of Montana's premiere destination through all marketing efforts.

Does this project support the Strategic Plan? Yes

Goal 1: Increase four-season tourism revenues statewide through effective marketing and promotions focusing on high-value, low-impact visitors.

Action 1.1: Implement highly targeted consumer advertising and promotion campaigns, based on strategic marketing plans, and track/report results. (Page 49-50)

"Coordinate promotion efforts to maximize reach to specific target and niche markets, achieving lower costs, broader impact, and higher return on investment."

1.1.b. Continue winter marketing

1.1.c. Attend consumer travel shows

1.1.e. Enhance tracking and reporting of results and return on investment (ROI)

Action 1.3: Work collaboratively with other tourism marketing partners to plan and implement priority marketing efforts. (Page 52-53)

"By partners working together to plan strategically and leverage resources, Montana can maximize its effectiveness."

Goal 5: Support appropriate tourism business growth, including new tourism products and services, for target customer markets.

Action 5.1: Cultivate opportunities to leverage private and public dollars to create tourism products and attract new tourist markets. (Page 63)

5.1.a. Create vacation packages, and develop theme itineraries, designed for off-peak season niche markets targeted by promotion efforts.

5.1.b. Expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities)

Detail pages attached Yes

Budget page must be attached for approval.

FY09 Project: Consumer & Recreation Shows Budget

	State Tourism Funds		Other Funds		Total
PROFESSIONAL SERVICES:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0
MARKETING/ADVERTISING:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0
TRAVEL:					
Meals	\$300	+	\$0	=	\$350
Lodging	\$750	+	\$0	=	\$1,000
Transportation	\$700	+	\$0	=	\$850
	\$0	+	\$0	=	\$0
TOTAL	\$1,750		\$0		\$1,750
OTHER:					
Booth/Furniture	\$3750	+	\$0	=	\$5,300
Other	\$500	+	\$0	=	\$1,000
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$4,250		\$0		\$4,250
<hr/>					
REGION/CVB PROJECT TOTAL	\$6,000	+	\$0	=	\$6,000