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## Marketing Plan for Fiscal Year 2011

### 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 by showing support toward private organizations' ongoing efforts to encourage meetings & conventions in the Big Sky area. 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
- + Seek partnerships with Bozeman and West Yellowstone to leverage visitation from those who pass through the Yellowstone National Park corridor
- + Continue to leverage co-op opportunities presented by the Montana Office of Tourism
- + Focus messaging to give Big Sky one, unified voice for year-round visitation
- + Implement marketing strategies that align with the Biggest Skiing in America strategy and Montana Office of Tourism brand and target audience: the Geotraveler

### IDENTITY:

The change in Big Sky's strengths and challenges are a reflection of the economic downturn. As budgets become tighter, the CVB seeks to narrow the focus of its goals in areas that may produce the best long-term results.

#### **Strengths:**

##### **Primary-**

**Proximity to Yellowstone National Park**—Visitation to Yellowstone is the #1 draw for visitors to southwest Montana. Big Sky is conveniently located within 50 miles of the west entrance to Yellowstone National Park.

In 2009, all park entrances recorded annual visitation increases compared to 2008 levels. The West Entrance continues to be the Park's busiest, which recorded more than 1.3 million recreational visitors.\*

\*Source: <http://www.nature.nps.gov/stats/>

Three-quarters of Big Sky's visitors took at least one day-trip, with 60.9% traveling to Yellowstone. Furthermore, 46.4% of Big Sky visitors were motivated to take the trip to Big Sky due to the proximity to the Park.\*

\*Source: Big Sky Convention & Visitor Bureau Conversion Research, Strategic Marketing & Research, Inc. April 2009 Visitor Profile Report

**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, horseback riding, whitewater sports, golfing, mountain biking, camping, and most recently; Big Sky Resort's zipline, high ropes course, and paintball. The SMARI study reports that winter visitors to Big Sky enjoy skiing/snowboarding (95% participate), visiting Yellowstone National Park (50% participate) and snowmobiling (30% participate). Summer visitors enjoy wildlife viewing (93% participate), visiting Yellowstone National Park (79% participate), hiking (64% participate), fishing (43% participate) and whitewater sports (29% participate).

#### **Secondary-**

**Unique Experiences**—The continued development and enhancement of unique activities and entertainment make Big Sky enticing to both the regional drive market and the out-of-state visitor. Big Sky's Community Park, summer concert series, winter events such as Dummy Jump, Headwaters Spring Runoff party, a continued focus on children's activities and new restaurants and pubs make Big Sky the ideal base camp for a weekend getaway or week-long trip dedicated to exploring the area.

**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 and international corporations and organizations for conferences and incentive travel that bring additional consumers to the area. The CVB will continue to show support for conventions; however, the Big Sky CVB is not focusing its marketing efforts in this area in FY11 due to budget restraints.

#### **Challenges:**

##### **Primary-**

**Economic conditions**—As the economy begins to recover from the downturn, Big Sky will continue to be faced with the challenge of recovering from a decline in vacation travel. A 2% gain in domestic travel volume is expected in 2010, while lodging demand is expected to increase 4.1%. However, revenue per available room is expected to decrease .5%. This indicates people will continue to look for deep discounts.\* Although vacation numbers are expected to rise in 2010\*\*, Big Sky will be challenged—along with other resort communities—with trying to garner the attention of the budget conscious vacationer. The Biggest Skiing in America has helped Big Sky gain nationwide attention in the winter season and the increased visitation numbers to Yellowstone Park in summer 2009 present opportunities for additional warm season visitation.

\*Source: U.S. Travel Association and Tourism Economics & Smith Travel Research – Released 3/30/2010

\*\*Source: comScore Media Metrix, January 2010

**Transportation**—Big Sky is perceived as more remote and expensive to get to than other popular western vacation destinations. This poses challenges for both the leisure and business traveler interested in visiting Big Sky. Increased direct flight services as well as additional airlines flying into Gallatin Field are helping combat this transportation challenge.\*\* Although there is a year-round shuttle system in Big Sky that is of no cost to visitors, there remains a perception that transportation within the Big Sky community is difficult, as amenities are spread throughout the town, not concentrated in one central main street or downtown area. This makes it difficult for visitors to travel within Big Sky, again, in comparison to other resort destination areas. However, Skyline, the Big Sky shuttle service, and its community link bus service is connecting the two

communities of Bozeman and Big Sky together, and enabling visitors to travel between places without needing a car.

*\*\*Gallatin Field Airport recorded its second busiest year ever with 342,714 passengers boarding airline flights in 2009. While boardings were down 2.4% from the record setting 2008, Gallatin Field Airport fared well compared to other airports across the nation.  
Source: <http://www.bozemanairport.com>*

**Secondary**—A clear indication of when travelers are entering Big Sky is vital to defining its character and the services it offers. As an unincorporated area, Big Sky sometimes has trouble with identifying itself as a destination resort community, easily located within the Gallatin Canyon. Because of this, Big Sky faces the challenge of being a community that is sometimes 'overlooked' by drive market audiences traveling the corridor between Bozeman and West Yellowstone. The lack of signage at the entrance to Big Sky is at the root of this problem, presenting Big Sky with the challenge of making itself known to travelers throughout the Gallatin Canyon. Although Big Sky businesses exist throughout the canyon on 191, the bulk of businesses and accommodations can be accessed by turning off 191 and onto the Spur Road. This can easily be overlooked without proper signage. With many signage restrictions, and private property issues posing hurdles to this challenge, the lack of signage continues to be one issue facing the community.

**Dependence on climate conditions**—Big Sky is thought of as one of the most beautiful places in Montana. 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. Lately, beetle kill has become an issue on a regional and even statewide basis. It threatens the aesthetic appeal of the Gallatin National Forest near Big Sky along with the deterioration of its hillsides. It will become increasingly important to monitor these perceptions and how they affect travel to the area.

#### **Opportunities-**

**2010 predictions show that domestic travel is bouncing back**—Over 63% of people who completed Travel Leaders' nationwide consumer travel trends survey indicated that they had already taken at least one trip this year and over 77% indicated that they will take two or more leisure trips through the remainder of 2010.\*

According to TripAdvisor's annual family travel survey, 92% of travelers with children plan to take at least one family vacation this year, up from 88% who did so last year, according to more than 1,100 U.S. travelers surveyed. Twenty-eight percent of travelers with children expect to spend more on family trips in the coming 12 months than they did in the past 12 months, while 47% expect to spend roughly the same amount.\*\* Of those surveyed, the following were highlighted as activities/interests:

- + Relaxing at the beach — 69%
- + Visiting a historic site — 62%
- + Visiting a museum — 50%
- + Visiting a national park — 46%
- + Visiting an amusement / theme park — 41%

\*Source: Travel Leaders', April 15, 2010

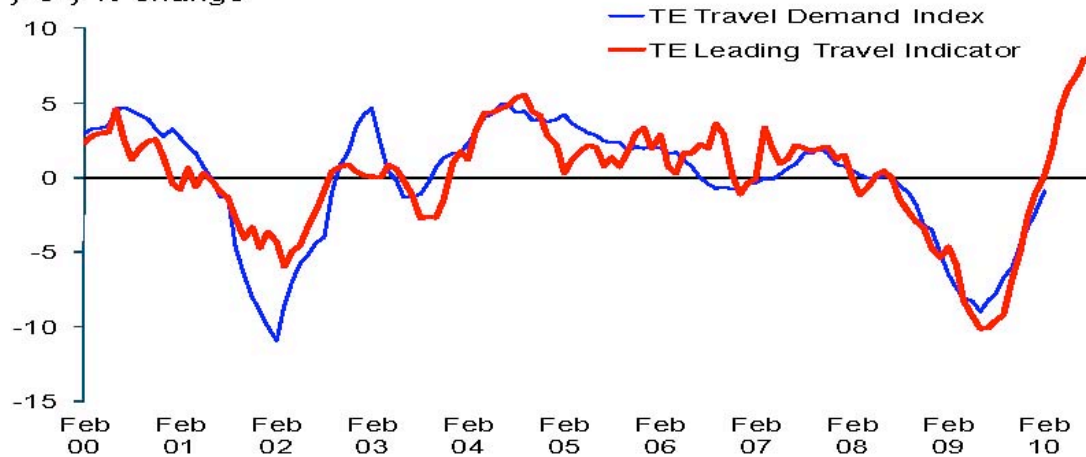
\*\*Source: comScore Media Metrix, January 2010

**Table 1:** Tourism Economics indicates that 2010 is poised for resurgence in travel



**TE Leading Travel Indicator**

y-o-y % change



Source : Tourism Economics

**Yellowstone National Park Corridor**—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; experiencing Yellowstone National Park is the #1 draw for visitors to the area. The opportunity for Big Sky to leverage this unique aspect still remains relatively unexplored. And by partnering with the Bozeman CVB along with West Yellowstone CVB and Yellowstone Country to brand the entire Yellowstone National Park corridor, there lies an opportunity to create a branded destination unlike any other in the country.

**Biggest Skiing in America**—The Biggest Skiing in America campaign kicked off winter of 2009/2010 and resulted in a combined 6% increased skier numbers as well as increased interest in the area to new visitors. Moonlight Basin skier visits were up 20% (85,000 skiers in 2009 to 103,000 skiers in 2010) and Big Sky Resort’s were up 4% (297,000 in 2010 up from 285,000 in 2009)\*, while many ski resorts in the country showed a decline. Last year, overall ski visits in the U.S. declined 5.2%, according to estimates by the National Ski Areas Association. Lake Tahoe’s ski resorts and others in the Western region (including California, Oregon and Washington) are now reporting their best business in four years, buoyed by unusually abundant snow and an improving Northern California economy.\*\*

\*Source: Big Sky Resort and Moonlight Basin

\*\*Source: National Ski Areas Association, 2010

**GOALS:**

**Consumer Travel–**

**Focus on warm season–**The Biggest Skiing in America campaign helps position Big Sky as a winter destination and the majority of the Big Sky CVB's fiscal year 2010 budget was dedicated to support this effort while the Chamber budget went toward promoting warm season travel. The focus on warm season travel needs to be increased in order to position Big Sky as a base camp to Yellowstone. As the Biggest Skiing in America campaign grows, it is the intent that private money and allocated resort tax revenue will go toward promoting this strategy so that the CVB can focus on capturing the Yellowstone National Park/general warm season visitor.

**Position Big Sky as a base camp to Yellowstone and promote it as one part of the entire Yellowstone National Park corridor experience–**In 2009, all Park entrances recorded annual visitation increases compared to 2008 levels. The West entrance continues to be the Park's busiest, which recorded more than 1.3 million recreational visitors in 2009.\* The Big Sky CVB recognizes the opportunity to leverage this interest in the area and plans to work in partnership with other regions and CVBs to promote the entire Yellowstone National Park corridor as a unique summer and winter experience.

Research shows that Yellowstone National Park is the #1 draw for visitors to the area, with 58% of visitors to Big Sky also taking a trip to Yellowstone.\*\* In addition, our research has found that visitors to the area enjoy the opportunity to take day trips, with ¾ of Big Sky's visitors taking at least one day trip – 60.9% of those day trips to Yellowstone National Park. Further, 46.4% of Big Sky visitors were motivated to take a trip to Big Sky due to its proximity to the Park.\*\*\*

\*Source: Yellowstone National Park

\*\*Source: Bozeman Convention & Visitor Bureau Conversion Research, Strategic Marketing & Research, Inc., October 2008.

\*\*\*Source: Big Sky Convention & Visitor Bureau Conversion Research, Strategic Marketing & Research, Inc. April 2009 Visitor Profile Report

Table 1: Day Trip Destinations Shared by Big Sky and Bozeman Visitors\*

	Day Trip Destinations	Overall	Summer	Winter
Bozeman Vacationers*	Yellowstone National Park via West Yellowstone	57%		
	Big Sky, Montana	40%		
	Yellowstone National Park via Gardiner	29%		
Big Sky Vacationers**	Yellowstone National Park	58%	79%	50%
	Bozeman, Montana	47%	64%	45%

\*Source: Bozeman Convention & Visitor Bureau Conversion Research, Strategic Marketing & Research, Inc., October 2008

\*\* Source: Big Sky Convention & Visitor Bureau Visitor Profile Research, Strategic Marketing & Research, Inc., April 2009

**Meetings & Conventions-**

The Big Sky CVB will not allocate specific funds or efforts toward promoting meetings and conventions in FY11 but will continue to support and aid private entities in promoting meetings and conventions in Big Sky, as well as encouraging partnership opportunities for meeting and convention properties with the State or other area partners.

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

**OBJECTIVES:**

- + **Bring bed tax collections back up to 2008 collections of \$1,149,216.67**
- + **Drive consumers to the website with brand driven advertising, and offer fresh content, photos and expanded trip ideas on the website**
- + **Continue to leverage co-op opportunities and piggyback off of the Montana Office of Tourism's efforts**

**Bring bed tax collections back up to 2008 collections of \$1,149,216.67.**

Bed tax collections decreased significantly from calendar 2008 to 2009 (last year's objective was to maintain an average of the last three years). Although the 4<sup>th</sup> quarter of calendar year 2009 saw a 6% increase, the first three quarters of the 2009 calendar year were down, which is reflective of the unstable economy and a significant drop in vacation travel. It is also important to note that the state as a whole reported a 12% decrease in revenue. For Big Sky, 2008 saw the highest total of resort tax money ever collected (since 1987), at \$2,685,990, while 2009 came in closely behind with respectable annual revenue of \$2,301,736.

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

Dates	1/1-3/31	4/1-6/30	7/1-9/30	10/1-12/31	Total
<b>2007</b>					
Big Sky Lodging Revenue	\$664,149	\$107,607	\$271,089	\$177,148	\$1,219,993
Percent Change from 2006	12%	75%	7%	-2%	12%
Montana Office of Tourism	\$3,056,377.15	\$4,285,479.31	\$7,647,039.03	\$2,977,332.16	\$17,966,227.65
<b>2008</b>					
Big Sky Lodging Revenue	\$728,785	\$64,382	\$232,145	\$125,711	\$1,151,023
Percent change from 2007	10%	-40%	-14%	-29%	-6%
Montana Office of Tourism	\$3,337,068.54	\$4,495,755.30	\$7,691,546.59	\$2,806,680.08	\$18,331,050.51
<b>2009</b>					
Big Sky Lodging Revenue	\$528,968	\$49,312	\$152,404	\$133,775	\$864,458.45
Percent Change from 2008	-27%	-23%	-34%	6%	-25%
Montana Office of Tourism	\$2,934,569.45	\$4,134,451.42	\$7,234,117.17	\$2,576,560.92	\$16,879,698.96
Percent Change from 2008	-12.06%	-8.04%	-5.95%	-8.20%	-7.92%

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

**Drive consumers to the website with brand driven advertising, and offer fresh content, photos and expanded trip ideas on the website.**

The FY10 Big Sky CVB consumer advertising budget was spent entirely online, which leads to the understanding that the CVB site needs to be up-to-date, measurable, and serve the needs of the consumer.

While the winter banner ads linked to [www.BiggestSkiinginAmerica.com](http://www.BiggestSkiinginAmerica.com), the CVB site information needs to be updated with new content that complements and combines content with the Chamber of Commerce site, the Biggest Skiing in America, and Yellowstone National Park corridor efforts. This can be achieved by having a cohesive look and feel in messaging and creative design of all materials for the CVB, Chamber and Biggest Skiing in America. In addition, the goal is to work within the framework of the State's brand of showcasing photos of beautiful, unspoiled nature. The final product should be comprehensive in the nature of information, and visually aligned with the brand driven efforts of the MT Office of Tourism.

As of now, there are three main sites that are promoting Big Sky—BigSkyChamber.com, VisitBigSkyMT.com and BiggestSkiinginAmerica.com. FY11 efforts will include integrating these three sites. The below site statistics indicate each site's performance and effectiveness of advertising efforts.

The winter advertising that drove visitation to the Biggest Skiing in America website proved successful—site hits ranged from 90 hits per day up to 1,200 on days when e-blasts were sent out. For the winter season life of the site (November - March) the site saw nearly 40,000 visitors. From November 1 - March 30, the average time on site was 1:40 with 89% of traffic being new unique visitors. The goal for the CVB site would be to leverage this high winter site visitation into summer website traffic and to have visitors think about planning a trip to Big Sky for the warm season, as well as the winter season.

Because the CVB and Big Sky Chamber sites share content pages, the best measurement of web performance is to look at the Chamber and CVB sites as one. From May 1, 2009 – August 30, 2009, the CVB home page averaged 28 unique visitors per day—an indicator of the effectiveness of the warm season advertising. During the same date range, Big Sky Chamber averaged 3.24 page views, 2:24 minutes on the site, and a 39% bounce rate. These sites were not used as a measurement in the winter months due to the fact that all CVB advertising was being pushed to the Biggest Skiing in America site.

**Continue to leverage co-op opportunities and piggyback off of the Montana Office of Tourism's efforts.**

Beginning in the fall of 2010, the CVB used its marketing dollars mainly on co-op opportunities set forth by the Montana Office of Tourism. Prior to that—the Big Sky CVB advertised for the warm season of 2009 on the following sites: Matdor.com, iExplore, Yahoo.com, Wendmag.com, Gearjunkie.com and Vertical Media sites. The campaign ended with an overall click-through rate of .33% for the national sites and .19% for the Vertical media sites—well above the industry standard of 0.02%.

For the winter season, the Big Sky CVB placed a print ad in Alaska/Horizon air and banner ads on TripAdvisor.com, SKImag.com/SKIINGmag.com and Matador.com. The results as of February showed 435,543 of 1,397,500 impressions had been delivered with an overall click-through rate of 0.08% (the industry average is 0.02%). In addition, ads were placed on Vertical Media sites and finished with an overall click-through-rate of .68%.

For the warm season, the Big Sky CVB placed banner ads on TripAdvisor.com, Yahoo Network and Backpacker.com. In addition, the CVB entered into a partnership project with the state that opened up a new platform for reaching target markets by participating in the MT Office of Tourism's radio spots in the Seattle area.

**TARGET GEOGRAPHIC MARKET:**

**The Geotraveler-**

We have defined our target audience as the Geotraveler based on research from the Montana Office of Tourism, ITRR and the Big Sky 2009 SMARI Visitor Profile Report.

The Big Sky CVB will continue to focus its efforts toward the Geotraveler on a national level while also geographically targeting those regions that the Montana Office of Tourism targets—Chicago, Minneapolis and Seattle. In addition, taking into consideration the early feedback on winter 09-10 visitation and statewide travel trends, the CVB will focus on a more regional drive market, using private funding to take advantage of MT

Office of Tourism opportunities for in-state exposure. These regional visitors still fall within the range of what defines a Geotraveler, differing only in the method of travel they use, and the means by which we reach them.

*The profile for the Geotraveler is defined as the following:*

The Geotraveler is concerned with preserving a destination's geographic character – the entire combination of natural and human attributes that make one place distinct from another. This profile fits very much with the audience that the Big Sky CVB seeks in its advertising efforts.

*Target Demographics include:* Adults 25-64, college graduates, \$50K HHI

*Attitudes -*

Falls into at least one of the following vacation segments:

- + Active Adventurer – Frequently choose active vacations with many things to do. Their ideal vacation is full of activities, exercise, and sightseeing. They, however, do not favor guided tours, and do not find group tours attractive.
- + Tour Groupies – Prefer guided tours and packaged deals, mainly because of the convenience. Prefer to do a lot of sightseeing during vacation.

*Behaviors -*

Domestic travelers who participate in one or more while on vacation:

- + Sightseeing
- + Visiting national parks
- + Backpacking/hiking
- + Skiing
- + Other outdoor sports or recreation
- + Fishing
- + Bicycle riding

**How Geotravelers Choose Travel Destinations**

- + The ability to customize their experiences and create personal connections while traveling
- + The opportunity to make the most of every moment due to lack of time in day-to-day lives
- + The use of technology to plan their travels and explore their destinations before they arrive
- + An interest in immersing themselves in the culture
- + The ability to get off the beaten path
- + The capacity to get out of their comfort zone
- + Their desire to live on a healthy planet

**Travel Habits of the Geotraveler**

- + Less conventional and more independent, adventurous and active when it comes to travel
- + Prefer to book trips via airline specific sites or by way of general Internet travel sites
- + Take on a do-it-yourself attitude while planning and researching future vacations
- + More likely to travel domestically by train and plane
- + Less likely to stay close to home when traveling
- + Prefer trips longer in duration instead of opting for numerous shorter weekend trips
- + Spouse or mates have very strong influence when deciding destination

**MARKETING STRATEGY:**

The Big Sky CVB finished the last phase of its three-year marketing plan in FY10. This time was spent building a solid foundation, conducting research 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).

FY10: Focused on executing online campaigns and measuring results from these campaigns – creative, messaging, ROI, click-through and overall visitation to Big Sky.

### **Looking Ahead-**

The Big Sky CVB will focus its efforts and budget in three areas:

- + Support efforts of Biggest Skiing in America and leverage marketing where appropriate.
- + Leverage the Yellowstone National Park corridor and the summer traffic the area receives.
- + Build a strong web presence through an online brand focused advertising campaign. (long-term goal)

**Biggest Skiing in America (BSIA)**—the CVB will continue to support this campaign by allocating advertising dollars to drive awareness of the campaign and visitation to the BSIA website. The CVB will also work with private businesses and the Big Sky Chamber in creating one unified voice that explains the BSIA campaign and its uniqueness.

**Yellowstone National Park Corridor**—the Big Sky CVB will work in partnership with the Bozeman CVB and the West Yellowstone CVB to increase awareness of the area that stretches from the West entrance of Yellowstone National Park toward Big Sky and Bozeman. Long-term strategy and planning is currently in progress but the ultimate goal would be to iconify the area, making it known as the premier gateway to Yellowstone National Park.

**Web Presence**—the bulk of advertising dollars for both the CVB and Chamber were spent online last year. Fifty-nine percent of vacationers to Montana last year used the Internet to search and plan for their vacation, confirming the need to continue to strengthen the CVB's online presence.\*Therefore, the website that the CVB manages, and those that it integrates with, need to serve travelers seeking vacation information. The CVB will work with the Chamber to provide a user-friendly online experience that motivates, informs and excites the vacationer. Recognizing the importance of social media in vacationers' decision-making, the CVB will continue efforts to maintain a presence on Facebook, Twitter and other user-generated sites.

\*Source: ITRR, 2009 3rd Quarter Results Nonresident Travel Survey

### **Consumer Travel Strategy:**

#### **Primary—**

- + Leverage and work with the multiple Big Sky entities that are attracting tourism to the area including BSIA, Big Sky Chamber and private businesses.
- + Continue to emphasize Big Sky's proximity to Yellowstone National Park and explore the relationship with Bozeman and other communities in the area to promote the Yellowstone National Park corridor.
- + Continue to participate in Montana Office of Tourism cooperative consumer advertising opportunities, as they fit within the Big Sky CVB's target geographic and demographic profiles.

#### **Secondary—**

- + Provide information needed by target audience to plan their Big Sky vacation experience – whether through a viable website or fulfillment materials.

The following page details the annual budget overview for FY11.

**ANNUAL BUDGET OVERVIEW FY11:**

Project Description	BSCVB 2010			BSCVB 2011		
	Project Budget	Total Budget	Percent	Project Budget	Total Budget	Percent
<i>Marketing Support</i>		<b>\$28,092</b>	25%		<b>\$17,914</b>	20%
Administration (max 20%)	\$20,092		18%	\$11,387		15%
Opportunity Marketing (max 10%)	\$1,000		1%	\$700		1%
TAC/Governor's Conference/ Partners Marketing	\$1,000		1%	\$827		1%
Co-op/Joint Ventures	\$2,500		2%	\$1,500		2%
Marketing Plan Development	\$3,500		3%	\$3,500		5%
<i>Advertising</i>		<b>\$67,528</b>	60%		<b>\$54,000</b>	72%
Consumer Advertising	\$65,028		58%	\$54,000		72%
Meeting & Convention Advertising	\$2,500		2%	\$0		0%
<i>Electronic Marketing</i>		<b>\$5,000</b>			<b>\$2,500</b>	
Website - Phase 2	\$5,000		4%	\$2,500		5%
<i>Publicity</i>	\$5,000	<b>\$5,000</b>	4%	\$1,500	<b>\$1,500</b>	3%
<i>Tradeshows</i>		<b>\$6,000</b>			<b>\$0</b>	
Consumer & Recreation Shows	\$6,000		5%	\$0		0%
<b>Total Project Budget</b>		<b>\$111,620</b>			<b>\$75,914</b>	
Total Percentage of Project			<b>100%</b>			<b>100%</b>
<b>TOTAL BUDGET REQUESTED</b>	<b>\$111,620</b>	<b>\$111,620</b>		<b>\$75,914</b>	<b>\$75,914</b>	
Projected Revenue (95%)	\$111,620			\$75,914		
Previous Uncommitted Funds	TBD			TBD		

**10% decrease in budget:** We would decrease funds in administration, publicity, consumer advertising and tradeshows. (Approx. \$7,591.40)

**PROJECT APPLICATIONS AND BUDGETS:**

**Organization Name:** Big Sky Convention and Visitor's Bureau  
**Project Name:** Marketing Plan Development FY12  
**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, any organized strategic planning sessions or a possible yearly statewide marketing retreat(s) with tourism partners to provide feedback and gather input from the CVBs, regions and Montana Office of Tourism
- + 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 FY11 narrative) are listed below.

**Goals:**

- + Create and fulfill the marketing plan of the Big Sky Convention and Visitor's Bureau
- + Obtain the best return on investment in developing the marketing plan
- + Execute projects that will focus on key markets and the target audience to ensure increased visitation, bed tax collections, and resort tax revenue

**Objectives:**

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

**Consumer Travel (Domestic; National and Regional Travel):**

- + Bring bed tax collections back up to 2008 collections of \$1,149,216.67.
- + Drive consumers to the website with brand driven advertising, and offer fresh content, photos and expanded trip ideas on the website.
- + Continue to leverage co-op opportunities and piggyback off of the Montana Office of Tourism's efforts
- + Maintain an above industry average click-through rate for all online campaigns

**Meetings & Conventions:**

- + Support local properties and appropriate conference facilities in their 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 1.3: 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.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, CVBs, 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.**

**FY11 Project: Marketing Plan Development Budget FY12**

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

**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 FY10, the Big Sky Convention and Visitor's Bureau advertised to consumer travelers mainly through leveraging Montana Office of Tourism opportunities including: consumer advertising and advertising that focused on key markets. Although in FY10, these projects were broken out into several different projects, this year due to limited budget and a cohesive brand message, the overall goal is to focus on key market consumer advertising, complemented by Big Sky Chamber and Biggest Skiing in America advertising efforts. After all when advertising, the CVB has one solid objective: increase visitation to Big Sky from key fly and drive markets.

The below media outlets outline where the CVB advertised in FY10. To complement these efforts, the CVB aligned itself with the Biggest Skiing in America campaign, fueled by a group of community businesses and privately funded partnerships working together to increase skier days in Big Sky to 500,000 combined between Big Sky Resort and Moonlight Basin by the year 2013. The media outlets covered in this campaign for 2009-2010 included ski/snowboard and snow recreation publications and online outlets for the same genre, as well as in-flight magazines, lifestyle publications, and placement on user-generated content sites. Coupled with this were the Chamber's regional efforts attracting the same markets in a closer proximity; those interested in ski vacations, but from a drive market rather than a fly market standpoint. This leveraged an additional \$268,000—outside of the Big Sky CVB FY10 budget—in winter promotion for the Big Sky community.

***Last year's advertising media outlets consisted of:***

Montana Office of Tourism Co-ops:

- + Print
  - + National Geographic Traveler
- + Internet
  - + Skimag.com/SKIINGmag.com
  - + TripAdvisor.com
  - + Matador.com
  - + Yahoo! Site
  - + Yahoo Network
  - + Backpacker.com
- + Radio
  - o Seattle Radio

Individual CVB Efforts:

- + Print ads that included:
  - Fly Rod & Reel
  - Wend Magazine
  - Alaska/Horizon Air
- + An Internet campaign that included:
  - Wendmag.com
  - TripAdvisor.com
  - GearJunkie.com
  - Matador.com

- iExplore.com
- Yahoo.com
- Vertical Media sites:
  - bigskymontanenet.com
  - bozemannet.com
  - allglacier.com
  - jacksonhole-skiing.com
  - jacksonholenet.com
  - allredlodge.com
  - westyellowstonenet.com
  - aroundyellowstonenet.com
  - yellowstonepark.net
  - alltravelgcams.com
  - alltrips.com
  - yellowstonewinterguide.com

General results for FY10 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 FY11:

- + Dynamic online campaigns focused on recreation, wildlife, lifestyle, and amenities which will add to the visitor experience while in Big Sky
- + 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/cooperative opportunities—with regional partners, and with the Montana Office of Tourism—that reach our geographic and demographic target markets
- + Leveraging advertising space in media outlets and regions where Montana Office of Tourism and other regional partners 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, and to complement the efforts of winter promotions in place by other partners (Big Sky Chamber, Biggest Skiing in America)
- + Position Big Sky regionally as a shorter stay destination hub that is easy to reach in a day's drive or shorter, and which offers value to a family for a weekend getaway or last minute vacation
- + Coordinate efforts with regional partners to create a strategy that brands the Yellowstone National Park Corridor and positions Big Sky as a 'base camp to Yellowstone' through brand driven efforts
- + 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
- + Continue to educate key, state driven consumer markets about direct flight access to Bozeman/Big Sky

**Objectives:**

- + Bring bed tax collections back up to 2008 collections of \$1,149,216.67.
- + Drive consumers to the website with brand driven advertising, and offer fresh content, photos and expanded trip ideas on the website.
- + Continue to leverage co-op opportunities and piggyback off of the Montana Office of Tourism's efforts

**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 positioning Big Sky as the base camp to Yellowstone and showcasing the range and variety of activities offered in and around Big Sky
- + 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)

**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 MEDIA OUTLET OPTIONS:**

- + *Accuweather.com*
- + *Alaska/Horizon Magazine*
- + *Allaspen.com*
- + *Allglacier.com*
- + *Accuweather.com*
- + *Afar*
- + *Allredlodge.com*
- + *Aroundyellowstone.com*
- + *Audubon*
- + *Away Network*
- + *Backpacker*
- + *Bigskymontanenet.com*
- + *Bozemannet.com*
- + *Budget Travel*
- + *Budgettravel.com*
- + *Delta Sky*
- + *Discovery Digital*
- + *Familytravelforum.com*
- + *Fly Rod and Reel*
- + *Fodors.com*
- + *Frommers.com*
- + *Freeskier.com*
- + *Facebook.com*
- + *Flickr.com*
- + *GearJunkie.com*
- + *Google.com*
- + *Gordonsguide.com*
- + *Goski.com*
- + *lexplore.com*
- + *Jacksonholenet.com*
- + *Jacksonholewy.com*
- + *Jacksonhole-skiing.com*
- + *Matadornetwork.com*
- + *Mountain Sports & Living*
- + *National Geographic*
- + *National Geographic Traveler*
- + *Nationalgeographic.com*
- + *Newest.net*
- + *New Yorker*
- + *Northwest World Traveler*
- + *Onthesnow.com*
- + *Outside*
- + *Outside.com*
- + *On the Snow*
- + *Pandora.com*
- + *Rsn.com*
- + *Skinet.com*
- + *Skiing*
- + *Skimag/Skiingmag.com*
- + *Smithsonian*
- + *Smithsonian.com*
- + *Sunset*
- + *Travel and Leisure*
- + *Travelandleisure.com*
- + *Tripadvisor.com*
- + *Vibrant Media*
- + *Wildernet.com*
- + *Wendmag.com*
- + *Westyellowstonenet.com*
- + *Yahoo.com*
- + *Yahoo Network*
- + *Yellowstonepark.com*
- + *Yellowstoneparknet.com*
- + *Yellowstonewinterguide.com*
- + *Yelp.com*
- + *Yes Mail Direct Email*
- + *99 Things to do in Yellowstone*
- + *Out of Home*
- + *Radio – national and regional*

**FY11 Project: Consumer Advertising Budget**

	State Tourism Funds		Other Funds		Total
<b>PROFESSIONAL SERVICES:</b>					
Creative Services	\$11,500	+	\$0	=	\$11,500
Concept Development	\$0	+	\$0	=	\$0
Copywriting	\$0	+	\$0	=	\$0
Art Director	\$0	+	\$0	=	\$0
Design/Layout/Prepress	\$0	+	\$0	=	\$0
Project Management	\$2,000	+	\$0	=	\$2,000
	\$0	+	\$0	=	\$0
<b>TOTAL</b>	<b>\$13,500</b>		<b>\$0</b>		<b>\$13,500</b>

<b>MARKETING/ADVERTISING:</b>					
Media Placement	\$40,000	+	\$0	=	\$40,000
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
<b>TOTAL</b>	<b>\$40,000</b>		<b>\$0</b>		<b>\$40,000</b>

<b>TRAVEL:</b>					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
<b>TOTAL</b>	<b>\$0</b>		<b>\$0</b>		<b>\$0</b>

<b>OTHER:</b>					
Matchprint/Shipping	\$100	+	\$0	=	\$100
Photography/Video Footage	\$400	+	\$0	=	\$400
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
<b>TOTAL</b>	<b>\$500</b>		<b>\$0</b>		<b>\$500</b>

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<b>REGION/CVB PROJECT TOTAL</b>	<b>\$54,000</b>	<b>+</b>	<b>\$0</b>	<b>=</b>	<b>\$54,000</b>
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**ORGANIZATION NAME:** Big Sky Convention and Visitor's Bureau  
**PROJECT NAME:** Website  
**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 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.

In FY10, almost all CVB advertising was done online. Because of this, the CVB needs to continue a strong online presence through up-to-date content. This involves adding additional day trip itineraries, more information on the Biggest Skiing in America, as well as the implementation of social media elements and links, which have now become more of a trusted resource than traditional web sites. Monitoring site visits and page views to determine effectiveness will also be continued to track new online campaign elements and their effect on site visitation.

Overall results for FY10 can be found in the narrative section. Detailed results can be found in the completion report. Our broader objectives (as outlined in the FY11 narrative) are listed below.

In FY11, the Big Sky CVB plans to work with the Big Sky Chamber of Commerce to streamline and rebuild a Chamber site that will offer better information, more thorough content and trip ideas, complete with interactive social media capabilities and user-generated content to make the web experience superior to what it currently is. This includes, but is not limited to: the development of additional daytrip itineraries, inclusion of additional photography and information about the area, addition of lodging, attractions, shopping, dining and recreation listings, links to external social media sites such as Twitter, Facebook and others. We will continue to monitor site effectiveness through analytics, tracking site visitation, as well as tracking online campaign performance and click-through to the site.

**Goals:**

- + 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, creating the idea and brand identity of 'Base Camp to Yellowstone' for summer visitation
- + Align with the Biggest Skiing in America winter promotion to take advantage of capturing an online audience through those privately funded efforts
- + 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

**Objectives:**

- + Bring bed tax collections back up to 2008 collections of \$1,149,216.67.
- + Drive consumers to the website with brand driven advertising, and offer fresh content, photos and expanded trip ideas on the website.
- + Continue to leverage co-op opportunities and piggyback off of the Montana Office of Tourism's efforts.

**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
- + 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."

**Detail pages attached** Yes

**Budget page must be attached for approval.**

**FY11 Project: Website – Budget**

	State Tourism Funds		Other Funds		Total
<b>PROFESSIONAL SERVICES:</b>					
Creative Services	\$2,000	+	\$0	=	\$2,000
Concept Development	\$0	+	\$0	=	\$0
Copywriting	\$0	+	\$0	=	\$0
Art Director	\$0	+	\$0	=	\$0
Design/Layout/Prepress	\$0	+	\$0	=	\$0
Project Management	\$500	+	\$0	=	\$500
	\$0	+	\$0	=	\$0
<b>TOTAL</b>	<b>\$2,500</b>		<b>\$0</b>		<b>\$2,500</b>
<b>MARKETING/ADVERTISING:</b>					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
<b>TOTAL</b>	<b>\$0</b>		<b>\$0</b>		<b>\$0</b>
<b>TRAVEL:</b>					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
<b>TOTAL</b>	<b>\$0</b>		<b>\$0</b>		<b>\$0</b>
<b>OTHER:</b>					
Photography	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
<b>TOTAL</b>	<b>\$0</b>		<b>\$0</b>		<b>\$0</b>
<hr/> <hr/>					
<b>REGION/CVB PROJECT TOTAL</b>	<b>\$2,500</b>	<b>+</b>	<b>\$0</b>	<b>=</b>	<b>\$2,500</b>

**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 participate 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 the Montana Office of Tourism on media tours scheduled in the area.

Detailed results can be found in the completion reports. Our broader objectives (as outlined in the FY11 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 articles, blog sites, etc.

**Objectives:**

- + Bring bed tax collections back up to 2008 collections of \$1,149,216.67
- + Participate in state or regionally directed media tours and gain valuable editorial from exposure to target audiences
- + Host and entertain writers in Big Sky, or assist regional and statewide partners in their efforts to include Big Sky in existing media tours

**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 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.**

**FY11 Project: Publicity Budget**

	State Tourism Funds		Other Funds		Total
<b>PROFESSIONAL SERVICES:</b>					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
<b>TOTAL</b>	<b>\$0</b>		<b>\$0</b>		<b>\$0</b>
<b>MARKETING/ADVERTISING:</b>					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
<b>TOTAL</b>	<b>\$0</b>		<b>\$0</b>		<b>\$0</b>
<b>TRAVEL:</b>					
Publicity	\$1,500	+	\$0	=	\$1,500
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
<b>TOTAL</b>	<b>\$1,500</b>		<b>\$0</b>		<b>\$1,500</b>
<b>OTHER:</b>					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
<b>TOTAL</b>	<b>\$0</b>		<b>\$0</b>		<b>\$0</b>
<hr/>					
<b>REGION/CVB PROJECT TOTAL</b>	<b>\$1,500</b>	<b>+</b>	<b>\$0</b>	<b>=</b>	<b>\$1,500</b>