



## 2009-2010 MARKETING PLAN

*PRESENTED BY:*

THE MISSOULA CONVENTION & VISITORS BUREAU  
May 1, 2009

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## **Purpose: Mission Statement**

*The Missoula Convention and Visitors Bureau has been formed exclusively for the promotion of tourism, the development of effective methods of attracting and hosting conventions and events for Missoula, Montana and the surrounding area, and to educate the local community of the significance of tourism as an economic driver. Promotion and development shall be pursued in the immediate area, throughout the country and around the world.*

## **Identity of the Missoula Convention and Visitors Bureau Area**

*"The cultural capital of Montana, Missoula has a long-standing reputation as the state's most progressive city."*  
Forbes Magazine

Missoula is the state's most cosmopolitan and diverse community and the heart of arts and culture in the State of Montana, blending contemporary culture and historical heritage seamlessly. Missoula is also a regional hub and state leader in commerce, education and health care.

A unique travel destination resting halfway between Glacier and Yellowstone, Montana's two majestic parks, Missoula in itself offers paramount outdoor recreational opportunities. At the confluence of three rivers and surrounded by seven wilderness areas, its uniqueness lies in its accessibility. It provides travelers with scenic beauty, outdoor adventure, unique attractions, regionally renowned shopping and rich and diverse cultural attractions and events.

*"And there you have Missoula, Montana, a brilliant combination of urbane sophistication and pastoral ideal."*  
AAA Home & Away Magazine

The Missoula area market comprises a number of strengths and challenges.

## **Strengths**

Missoula presents the following attributes:

- Missoula's cultural arts community is diverse and in many cases nationally and internationally renowned. The arts community is unifying and developing partnerships and looking to the MCVB as a leader in this effort.
- Proximity to natural resources (wildlife viewing, lakes, mountains, rivers and wilderness areas) makes Missoula a prime destination for outdoor enthusiasts. What makes it unique is the immediacy of the access to these resources. There are few places, even within Montana, where access to such varied natural resources is in or within minutes of downtown.
- Quality of life in Missoula is so unique and impressive that a number of publications have mentioned the city as a prime place to visit or live.
- Recreational opportunities exist for many different activities such as biking, boating, fishing, golfing, hiking, hunting, kayaking, rafting, skiing, snowboarding, skateboarding, rock climbing, golfing, soccer, baseball and tennis.
- Restaurants with varied price ranges and which produce high quality, ethnically diverse food, many of whom promote sustainability by using locally grown products.
- Competitive rates are available in Missoula's food, lodging, service and surface transportation industries in a marketplace where rates have escalated nationally.
- International airport service includes a variety of carriers and direct flights to major air hubs and is the only major airport in Montana to have shown growth in this year.
- Rich population of "top in the field" professionals serves as an excellent resource for meeting planners.
- Missoula is a regional center for retail, health care, education and culture.
- Unique opportunities presented through the University of Montana Grizzly athletics, nationally recognized events and other performing arts and entertainment events.

- A vibrant historical downtown district which is the center for major events.
- Missoula has international appeal. It is Montana's most ethnically diverse community and is host to world renowned annual international events.
- Missoula is home to three teams representing professional baseball, and semi-professional hockey and football.
- Missoula has a low crime rate compared to other cities of similar size.

## **Challenges**

Missoula presents the following challenges:

### **General**

- Missoula does not have a strong 'brand' for use in enticing visitors to the area and unifying the community.
- Perception exists that Missoula is simply a stopping point between Yellowstone and Glacier National Parks with no inherent destination value to visitors.
- Potential visitors assume air service to the area is inadequate and expensive.
- There is a general lack of awareness about the city's amenities among potential customers.
- In many respects, residents do not perceive Missoula as a tourist destination and do not understand the economic importance of tourism to the city.
- Lack of an all events center to host city-wide conventions and events which presently Missoula doesn't have the capacity to host or which conflict with availability of existing venues.
- Although Missoula shows steady growth in visitation the vast majority is within the months of April through October, leaving on average \$22.2 million in vacant room nights during the months of November through March.
- Although Missoula is easily accessible by car being situated at crossroads of Interstate 90, US 93 and US 12, due to vacillating gas prices visitation has the potential to drop in the coming year.
- Transportation in the city is becoming an issue which could create negative experiences for visitors due to traffic gridlocks and lack of funding for infrastructure and maintenance.
- Lack of cohesion between city/county government and key community organizations.
- With the unpredictability of the national and international economy, there is an uncertainty in our ability to forecast travel during the coming year.

### **Conventions and Meetings**

- Convention planners tend to follow tradition about locations for meetings; Missoula does not have a position in that marketplace.
- Larger meetings which want all their events "under one roof" cannot find adequate facilities in Missoula. Missoula is currently in the feasibility study stage of a multi-purpose events center. If the project is found to be feasible it will be a number of years before completion.
- Missoula's distance from large population centers also leaves it distant from planners' minds.
- Perceptions of limited exhibit space leaves Missoula out of consideration for meetings with need for extensive exhibit space.
- The city's lack of large hotels renders it unsuitable for large meetings and conventions, although with the recent addition of the Hilton Garden Inn and Conference Center and the complete renovation of the Holiday Inn Parkside this is becoming less of an issue.
- There is a lack of awareness among meeting planners of the potential for the combination of the University, hospitals and hotels meeting spaces.
- Due to the airlines decrease in the size of aircraft that service Missoula International Airport and the consequent decrease in available seats, meeting planners have difficulty booking the number of seats necessary to bring larger numbers of convention attendees to Missoula and the airlines are hesitant to add additional flights specifically for conventions.

## Marketing Goals and Measureable Objective.

- A. Maintain 2008 Room Nights.** Although lodging collections for Missoula increased 33% between 2002-2007, the increase was less than either the Glacier Country Regional increase of 47% or the State increase of 42% over this same time period. Although the summer months averaged a 90+% occupancy, the months of December and January averaged as low as 40%, leaving Missoula with an annual average occupancy rate of 62.5-63.5%. However, given the national economic crises, during 2008 Missoula saw a 5.1% decrease in occupancy over 2007, a 2.3% increase (or 23,405 additional room nights) in supply, and a 2.9% decrease in demand. Occupancy dipped as low as 36% during the year creating an average annual occupancy rate of 60.4%. Between 2002 and 2007 three new motels opened in Missoula adding 338 new rooms to Missoula's inventory. In 2008 a new extended stay motel opened increasing that room count by another 101 rooms, and in January of 2009 another new extended stay opened just outside the city limits adding an additional 101 rooms.

To achieve this goal the MCVB will:

1. Continue to work in partnership with the Missoula International Airport to bring key new service to Missoula and to work with the community to keep and strengthen our present service through:
  - a. Partnership marketing campaigns with the Missoula International Airport to raise awareness of available air service and Missoula as a destination in our direct flight cities, as well as potential markets.
  - b. Work in partnership with the Missoula International Airport to pitch new air service to key targeted markets.
  - c. Work in partnership with the Missoula International Airport, Missoula Area Economic Development Corporation, city and county government, key organizations, private businesses and individuals to create a fund to be used for flight guarantees for new air service and as matching funds for grant applications by the airport.
2. The Missoula CVB will partner with the Missoula International Airport, the Missoula Cultural Council, the Missoula Downtown Association, Southgate Mall, the Missoula Area Economic Development Corporation, the University of Montana and other local organizations and businesses to help promote 3-4 events in Missoula, with an emphasis on off peak/shoulder seasons. The MCVB will specifically target cultural, sporting and entertainment events, and will help establish unique winter events. These events will be advertised to Missoula's direct flight and drive markets.
3. The MCVB will partner with Glacier Country Regional Tourism Commission to provide Public Relations services. This will include the development of a media/press kit, press releases, and story pitches to appropriate publications in our drive and direct flight markets. These story lines will be directed to niche marketing efforts and to drive off peak/shoulder season business.
4. The MCVB will arrange a minimum of one (1) FAM trip specifically targeting culture/arts in Missoula and/or meeting planners. These trip will be designed to highlight what is truly unique about Missoula, especially during our off peak/shoulder seasons. The FAM trip may be arranged solely or in partnership with Glacier Country Tourism Commission and/or Travel Montana, other tourism organizations, local organizations and private businesses.
5. The Missoula CVB will continue to maintain and develop its websites, [www.missoulacvb.org](http://www.missoulacvb.org) and [www.missoulameetings.com](http://www.missoulameetings.com), specifically including addition of a media kit, photo gallery, press releases and story lines for use by writers and other media sources, and will increase the sites overall visitations by 15% over 2008.
6. The MCVB has started workshops to educate community leaders as to the importance of branding our community and the process of branding, and would like to follow-up this year with funding the necessary research of visitors and potential visitors regarding their perception of the area. This effort would result in a document analyzing what Missoula has to offer, how to encapsulate its offerings in a creative and concise phrase or statement and a list of ways this phrase or statement can be used in marketing the

area. With commitment to funding the necessary research, the MCVB would look to Missoula City/County Government and key organizations to commit to fund the remainder of a full branding campaign for Missoula. This project will key into the Missoula Downtown Master Plan presently underway and coordinate an effort to establish a Cultural Plan for Missoula. If appropriate, Missoula's branding campaign will incorporate all or a portion of the State's branding campaign. However, given the ambiguity of our travel market this year, potential revenue of the MCVB, and partner organizations ability to predict or commit funding to complete the project, the MCVB has necessarily reduced funding in this year's budget for this project. Although the amount committed will not cover all research expenses, the intention is to have the flexibility to continue with and further fund the project should revenues of the MCVB and partner organizations improve and the economy stabilize during the upcoming year.

7. The MCVB will continue to market cooperatively with Travel Montana, Glacier Country Regional Tourism Commission, other tourism organizations and key non-profits and private businesses to promote Missoula to individual and group travelers, meeting planners, and key niche market travelers (such as cultural, winter, destination weddings, girlfriend getaways, etc.).

8. The MCVB will provide 5% more potential visitors with up-to-date and accurate information on Missoula and the surrounding areas through its call center and 800 number.

9. The MCVB will continue to maintain and expand its photo library of Missoula area attractions, recreation, and events.

10. The MCVB will work to establish alternative funding sources to compliment, supplement and expand its present marketing budget available through accommodation tax funding. These sources will include but not be limited to establishment of a TBID or similar funding source in Missoula.

**B. Research and Tracking.** To track Missoula's occupancy rates, the results of key marketing campaigns, including advertising and event promotion, and conversion rates.

1. The MCVB will purchase appropriate Smith Travel Reports in order to track Missoula city occupancy rates, ADRs, averages and changes in the Missoula hotel market. This will aid the MCVB in understanding the Missoula market, to identify times of need, and to develop niche marketing opportunities to increase occupancy.

2. The MCVB will work with the Missoula Downtown Association and cultural organizations to track event attendees throughout the year, especially at the key events for which the MCVB will be providing regional advertising. This will create a baseline of data which the MCVB can then use to track the success of its marketing efforts for these events.

3. The MCVB will implement web trends and survey tools to measure inquiries, actual visitations, visitor satisfaction, and feedback in order to identify marketing successes, areas needing improvement or misperceptions about Missoula and the surrounding area, and to raise community awareness of tourism as an economic driver.

**C. Education.** Education of visitors to raise awareness of Missoula as a destination, the community to increase awareness of tourism and its economic effects, and professional development of key MCVB personnel.

1. The MCVB will implement a series of at least four (4) educational workshops which will be open to the public to cover key issues and changing trends in the tourism industry, to encourage partnerships between community organizations to promote cooperative and key events marketing, to raise community and regional awareness of tourism as an economic driver, and to educate frontline staff on customer service and what Missoula has to offer visitors.

2. The MCVB Executive Director will continue the four year accreditation program through Destination Marketing Accreditation.

3. The MCVB will begin working toward certification of Missoula as a DMA through the Destination Marketing Accreditation Program.
4. The Missoula CVB will provide quality service to area visitors through maintenance of a year round visitor center, which will be adequately staffed and equipped to provide informative and interesting materials to visitors, inform visitors of all the area has to offer, and to track visitor satisfaction levels in order to analyze and improve service.
5. Missoula will actively participate with the Tourism Advisory Council, Travel Montana, Glacier Country Regional Tourism Commission and other tourism organizations in tourism related educational programs and crisis management issues related to the promotion of tourism.

### **Methods of Implementation**

These projects will be implemented through placement of print, radio and online advertisements, maintenance and development of our MCVB websites and related social networking resources, direct mail, e-mail marketing, banner ads and production of printed materials appropriate to each project, such as postcards, brochures, etc., continued development of a photo library and personal, phone and online customer service.

### **Target Geographic Markets**

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

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

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

- The primary states from which most inquires come: California, Washington, Texas, Illinois and Minnesota.
- The secondary states from which most inquires come: New York, Colorado, Pennsylvania, Oregon, Alberta Canada and Arizona.
- The states immediately surrounding Montana and Canada.
- Residents from other parts of Montana.

### **Target Demographic Markets**

In addition to the geographic target markets, there are three primary demographic markets the MCVB will target with tourism promotion and marketing. Each of these markets represents a strong and growing segment of the tourism marketplace. The MCVB will pay particular attention through this marketing plan to niche marketing for destination weddings and reunions, small market meetings, signature events, arts and culture, and family travel. The average visitor to Missoula is 50.77 years of age with an income of \$60,000+ and 74% are either traveling alone or as couples. Groups of 3-5 travelers represent 12% of Missoula visitors and family travel is heaviest during the summer months. The three demographic markets are described below.

## **Individual Travelers**

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

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

- Active empty-nesters.
- Baby boomers.
- Business travelers.
- Cultural and historical experiences travelers.
- Family travel.
- Leisure travelers.
- Outdoor enthusiasts.
- Recreational Vehicle travelers.
- Women.
- Geo-travelers.
- Multi-generational travelers.

## **Group Gatherings and Tours**

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

## **Small Meetings and Conventions**

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

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

Missoula has done extensive work on the Meeting Planners portion of our website and will continue to update the site. We feel a targeted print and online campaign will be the most cost effective means of reaching our target audience this year. This niche marketing will specifically include destination weddings, and targeting industry specific associations in our drive and direct fly markets, such as Spokane, Seattle, Portland, Minneapolis, and Chicago. Since Montana as a whole does not have a large presence at the Meeting and Convention Shows, it is hard to make an impact against States and destinations that do have a large presence and offer better pricing. Through a print and online campaign we can work with niche markets stressing what is unique about Missoula and the surrounding area that makes it worth the extra expense to hold a meeting here.

## **Strategic Plan Implementation**

The Missoula CVB 2009-10 Marketing Plan supports the following State Strategic Plan Objectives:

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

**1.1: Implement highly targeted consumer advertising and promotion campaigns, based on strategic marketing plans and track/report results.**

- 1.1.a. Expand public-private marketing partnerships with tourism businesses and attractions
- 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) from state, regional, and CVB advertising efforts.

**1.2: Promote Montana to targeted groups and events, emphasizing off-peak season.**

- 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.
- 1.2.e. Continue to target tour operators to bring group tours and packaged vacations to Montana.

**1.3: Work collaboratively with other tourism marketing partners to plan and implement priority marketing efforts.**

- 1.3.b. Implement the new Montana tourism brand
- 1.3.c. Conduct educational workshops, presentations and webinars

**1.4: Improve Montana's Visitor Information System to extend visitor stays and spending.**

- 1.4.a. Create a database inventory of visitor information system (VIS) components available statewide
- 1.4.c. Provide advanced training for all Visitor Information Centers
- 1.4.d. Use technology to enhance visitor information and marketing efforts

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

**3.1: Educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.**

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

**4.1: Promote Montana's existing historic and cultural assets for the enjoyment of residents and visitors.**

- 4.1.a. Use local historic/cultural/tribal attractions as venues for conferences, events and educational seminars.
- 4.1.b. Develop artisans/craftsmen trails statewide to highlight Montana's history and culture.
- 4.1.e. Plan and promote commemorations of historic events in Montana

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

**5.1: Cultivate opportunities to leverage private and public dollars to create tourism products and attract new tourist markets.**

- 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).
- 5.1.d Identify new opportunities to provide guided educational/interpretive and adventure tours on public and private lands, and work to develop them.

**Goal 6: Address tourism and recreation professional development, workforce availability, and affordable housing issues.**

**6.1: Enhance professional development opportunities and requirements for staff and board members of Montana tourism and recreation-related organizations.**

- 6.1.a Encourage all Montana CVBs to join either the Destination Marketing Association International (DMAI), or the Western Association of Convention & Visitors Bureaus (WACVB) to Implement their standards, procedures, and performance reporting, and pursue staff certification and CVB accreditation.

**Goal 7: Improve Montana’s transportation system for both residents and visitors**

**7.1: Increase air service capacity to and from Montana cities.**

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

**9.1: Seek increases in state funding sources for targeted tourism marketing, and for tourism and recreation-related programs and facilities.**

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

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

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

**10.2: Create public/private/tribal partnerships for cooperative project implementation.**

**10.5: Obtain strategic research to inform tourism marketing, development, and policy decisions, and disseminate results and implications.**

- 10.5.a Continue to conduct research about resident and nonresident travelers in Montana to determine progress on Strategic Plan objectives.
- 10.5.b Purchase research about national/international tourism recreation, and related trends from sources
- 10.5.d Disseminate tourism research reports to partners statewide.

**Missoula Convention and Visitors Bureau  
Accommodations Tax Budget for 2009-2010 at 95%**

Administration	\$ 30,410.00	
Opportunity	\$ 23,553.00	
Joint Ventures	\$ 5,000.00	
TAC meetings	\$ 1,000.00	
Crisis Management	\$ 1,000.00	
Marketing - Personnel	\$ 13,250.00	
Consumer Advertising	\$ 34,500.00	
Direct Mail	\$ 8,100.00	
Internet	\$ 54,125.00	
Telemarketing/Fulfillment	\$ 48,480.00	
FAM tour	\$ 5,000.00	
	\$ 35,500.00	(Year Round – 8-5, M-F)
VIC Staffing	\$ 3,120.00	(After Hours – Seasonal)
Branding campaign	\$ 5,000.00	
Photo Library	\$ 5,000.00	
Convention Bags	\$ 5,000.00	
Destination Wedding Campaign	\$ 3,500.00	
Air Service Partnership	\$ 10,000.00	
Public Relations	\$ 5,000.00	
Smith Travel Reports	\$ 2,600.00	
Educational Workshops	\$ 1,000.00	
DMAI Accreditation/Certification	\$ 4,000.00	
<b>TOTAL</b>	<b><u>\$304,138.00</u></b>	

Anticipated income @ 95%	\$152,050.00	
Anticipated rollover	\$ 64,600.00	
08/09 Funds Sent but Not Allocated:	<u>\$ 50,858.13</u>	
TOTAL	\$ 242,648.00	Core Budget
Plus – State Unused Funds -	<u>\$ 36,630.72</u>	
<b>TOTAL BUDGET:</b>	<b><u>\$ 304,138.85</u></b>	

**Program to be adjusted if income is 10% below or above expectations:**

	<b>At 95%</b>	<b>- 10%</b>
Opportunity	\$23,553.00	\$11,674.00
<b>Total decrease</b>		<b>- \$16,005.00</b>

**Organization Name:** Missoula Convention and Visitors Bureau  
**Project Name:** MP09/10: Crisis Management  
**Application Completed by:** Barbara Neilan, Executive Director

<b>Approval Requested</b> <input type="checkbox"/> <b>Final</b> <input checked="" type="checkbox"/> <b>Preliminary</b>
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**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 MCVB will reserve the right to transfer money from other projects in order to deal with any crisis management issues which might arise during the year.

### **Objectives**

**Include the objectives from the narrative portion of your marketing plan that support this project.**

#### **C. Education**

5. Missoula will actively participate with the Tourism Advisory Council, Travel Montana, Glacier Country Regional Tourism Commission and other tourism organizations in tourism related educational programs and crisis management issues related to the promotion of tourism.

**Identify the portions of your marketing plan which support this project.**

#### **Marketing Goals:**

**C. Education.** Education of visitors to raise awareness of Missoula as a destination, the community to increase awareness of tourism and its economic effects, and professional development of key MCVB personnel

**How does this project support the Strategic Plan?**

- 1.4: Improve Montana's Visitor Information System to extend visitor stays and spending.
- 3.1: Educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.
- 10.2: Create public/private/tribal partnerships for cooperative project implementation.

**You may put additional information on the back if necessary. Please complete the appropriate project pages attached. If complete information is not available at the time of the application, it will be necessary to submit these details to the Audits/Applications Committee for final approval, prior to commitment of funds.**

**Detail information below: Yes No**

**Project Budget:**

All funds for this project are from accommodations tax.

Crisis Management	\$1,000.00
<b>Total for Project</b>	<b>\$1,000.00</b>

**Organization Name:** Missoula Convention and Visitors Bureau  
**Project Name:** MP09/10: Marketing Personnel  
**Application Completed by:** Barbara Neilan, Executive Director

<b>Approval Requested</b>
<u>  X  </u> Final
<u>      </u> 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 MCVB will hire a part time, year round marketing staff person four hours per day, whose responsibilities may include but are not limited to:

- Conceive and develop strategies to marketing Missoula as a destination.
- Market and sell Missoula as a meeting and convention destination.
- Research and maintain demographic and geographic data in order to most effectively market Missoula.
- Attend consumer/meeting and convention trade shows.
- Work with area meeting and convention facilities, Travel Montana, Glacier Country and other interested parties to partner to market Missoula and the surrounding area.
- Create printed materials to market Missoula.
- Public relations.
- Work with area hotels and partner businesses to establish alternative funding sources for use in marketing Missoula and the surrounding area.

## Objectives

**Include the objectives from the narrative portion of your marketing plan that support this project.**

### A. Maintain 2008 Room Nights

1. Continue to work in partnership with the Missoula International Airport to bring key new service to Missoula and to work with the community to keep and strengthen our present service through:
  - a. Partnership marketing campaigns with the Missoula International Airport to raise awareness of available air service and Missoula as a destination in our direct flight cities, as well as potential markets.
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10. The MCVB will work to establish alternative funding sources to compliment, supplement and expand its present marketing budget available through accommodation tax funding. These sources will include but not be limited to establishment of a TBID or similar funding source in Missoula.

## **B. Research and Tracking.**

2. The MCVB will work with the Missoula Downtown Association and cultural organizations to track event attendees throughout the year, especially at the key events for which the MCVB will be providing regional advertising. This will create a baseline of data which the MCVB can then use to track the success of its marketing efforts for these events.

## **C. Education**

1. The MCVB will implement a series of at least four (4) educational workshops which will be open to the public to cover key issues and changing trends in the tourism industry, to encourage partnerships between community organizations to promote cooperative and key events marketing, to raise community and regional awareness of tourism as an economic driver, and to educate frontline staff on customer service and what Missoula has to offer visitors.

5. Missoula will actively participate with the Tourism Advisory Council, Travel Montana, Glacier Country Regional Tourism Commission and other tourism organizations in tourism related educational programs and crisis management issues related to the promotion of tourism.

## **Identify the portions of your marketing plan, which support this project.**

### **Marketing Goals:**

#### **A. Maintain 2008 Room Nights.**

- B. Research and Tracking.** Track Missoula's occupancy rates, the results of key marketing campaigns, including advertising and event promotion, and conversion rates.
- C. Education.** Education of visitors to raise awareness of Missoula as a destination, the community to increase awareness of tourism and its economic effects, and professional development of key MCVB personnel.

**How does this project support the Strategic Plan?**

**1.1: Implement highly targeted consumer advertising and promotion campaigns, based on strategic marketing plans and track/report results.**

- 1.1.a. Expand public-private marketing partnerships with tourism businesses and attractions
- 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) from state, regional, and CVB advertising efforts.

**1.2: Promote Montana to targeted groups and events, emphasizing off-peak season.**

- 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.
- 1.2.e. Continue to target tour operators to bring group tours and packaged vacations to Montana.

**1.3: Work collaboratively with other tourism marketing partners to plan and implement priority marketing efforts.**

- 1.3.b. Implement the new Montana tourism brand
- 1.3.c. Conduct educational workshops, presentations and webinars

**3.1: Educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.**

**4.1: Promote Montana's existing historic and cultural assets for the enjoyment of residents and visitors.**

- 4.1.a. Use local historic/cultural/tribal attractions as venues for conferences, events and educational seminars.
- 4.1.b. Develop artisans/craftsmen trails statewide to highlight Montana's history and culture.
- 4.1.e. Plan and promote commemorations of historic events in Montana

**5.1: Cultivate opportunities to leverage private and public dollars to create tourism products and attract new tourist markets.**

- 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).
- 5.1.d. Identify new opportunities to provide guided educational/interpretive and adventure tours on public and private lands, and work to develop them.

**9.1: Seek increases in state funding sources for targeted tourism marketing, and for tourism and recreation-related programs and facilities.**

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

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

**10.2: Create public/private/tribal partnerships for cooperative project implementation.**

**10.5: Obtain strategic research to inform tourism marketing, development, and policy decisions, and disseminate results and implications.**

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

**You may put additional information on the back if necessary.**

**Please complete the appropriate project pages attached. If complete information is not available at the time of the application, it will be necessary to submit these details to the Audits/Applications Committee for final approval, prior to commitment of funds.**

**Detail information below: Yes No**

**Project Budget:**

All funds for this project are from the accommodations tax.

Part-time, year-round marketing personnel staff @\$10.00 per hour      \$13,250.00

**Organization Name:** Missoula Convention and Visitors Bureau  
**Project Name:** MP09/10: Consumer Advertising  
**Application Completed by:** Barbara Neilan, Executive Director

<b>Approval Requested</b>
<u>  X  </u> <b>Final</b>
<u>      </u> <b>Preliminary</b>

**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 MCVB will place print advertising in a variety of publications and stations, including but not limited to or all inclusive of: Montana Travel Planner; Glacier Country Travel Guide; VIA Magazine; VIA Mountain West Magazine; Cultural Treasurers; Farmers Friendly Exchange Magazine; Yellowstone Journal, 99 Things to Do In Yellowstone and Yellowstone.com; Missoulian Summer Hotel Newspaper Wrap, University of Montana Alumni Magazine; Modern Bride; Montana Bride; Bride & Groom; Oprah; Texas Monthly; Audubon; Horizon; Big Sky Journal; Meetings West Magazine; 2010/11 Montana Winter Guide; Rediscover Montana – Spring/Summer 10 and Fall/Winter 10; Madden Spring Getaway; Medical Meetings; Northwest Meeting & Events; Smart Meetings; and the major newspapers in Chicago, Portland, Seattle, Minneapolis, Denver, Phoenix, San Francisco, Salt Lake City or Spokane.
- The advertisements will show what is unique and desirable about the Missoula area, with an emphasis toward off peak/shoulder seasons.
- The MCVB will encourage readers to visit our website, or to call our 800 number and request a unique extension number for more information about the Missoula area.
- These advertisements will be placed to reach diverse geographic and demographic markets and will cover all seasons.
- In as many instances as possible we will promote partnerships with other tourism entities, businesses, attractions and events in reaching these markets.

## **Objectives**

**Include the objectives from the narrative portion of your marketing plan that support this project.**

### **A. Maintain 2008 Room Nights.**

1. Continue to work in partnership with the Missoula International Airport to bring key new service to Missoula and to work with the community to keep and strengthen our present service through:
  - a. Partnership marketing campaigns with the Missoula International Airport to raise awareness of available air service and Missoula as a destination in our direct flight cities, as well as potential markets.
  - b. Work in partnership with the Missoula International Airport to pitch new air service to key targeted markets.
2. The Missoula CVB will partner with the Missoula International Airport, the Missoula Cultural Council, the Missoula Downtown Association, Southgate Mall, the Missoula Area Economic Development Corporation, the University of Montana and other local organizations and businesses to help promote events in Missoula, with an emphasis on off peak/shoulder season. The MCVB will specifically target cultural, sporting and entertainment events, and will help establish unique winter events. These events will be advertised to Missoula's direct flight and drive markets.
5. The Missoula CVB will continue to maintain and develop its websites, [www.missoulacvb.org](http://www.missoulacvb.org) and [www.missoulameetings.com](http://www.missoulameetings.com), specifically including addition of a media kit, photo gallery, press releases and story lines for use by writers and other media sources, and will increase the sites overall visitations by 15% over 2008.

6. The MCVB has started workshops to educate community leaders as to the importance of branding our community and the process of branding, and would like to follow-up this year with funding the necessary research of visitors and potential visitors regarding their perception of the area. This effort would result in a document analyzing what Missoula has to offer, how to encapsulate its offerings in a creative and concise phrase or statement and a list of ways this phrase or statement can be used in marketing the area. With commitment to funding the necessary research, the MCVB would look to Missoula City/County Government and key organizations to commit to fund the remainder of a full branding campaign for Missoula. This project will key into the Missoula Downtown Master Plan presently underway and coordinate an effort to establish a Cultural Plan for Missoula. If appropriate, Missoula's branding campaign will incorporate all or a portion of the State's branding campaign. However, given the ambiguity of our travel market this year, potential revenue of the MCVB, and partner organizations ability to predict or commit funding to complete the project, the MCVB has necessarily reduced funding in this year's budget for this project. Although the amount committed will not cover all research expenses, the intention is to have the flexibility to continue with and further fund the project should revenues of the MCVB and partner organizations improve and the economy stability during the upcoming year.

7. The MCVB will continue to market cooperatively with Travel Montana, Glacier Country Regional Tourism Commission, other tourism organizations and key non-profits and private businesses to promote Missoula to individual and group travelers, meeting planners, and key niche market travelers (such as cultural, winter, destination weddings, girlfriend getaways, etc.).

#### **B. Research and Tracking.**

2. The MCVB will work with the Missoula Downtown Association and cultural organizations to track event attendees throughout the year, especially at the key events for which the MCVB will be providing regional advertising. This will create a baseline of data which the MCVB can then use to track the success of its marketing efforts for these events.

#### **C. Education.**

1. The MCVB will implement a series of at least four (4) educational workshops which will be open to the public to cover key issues and changing trends in the tourism industry, to encourage partnerships between community organizations to promote cooperative and key events marketing, to raise community and regional awareness of tourism as an economic driver, and to educate frontline staff on customer service and what Missoula has to offer visitors.

5. Missoula will actively participate with the Tourism Advisory Council, Travel Montana, Glacier Country Regional Tourism Commission and other tourism organizations in tourism related educational programs and crisis management issues related to the promotion of tourism

### **Identify the portions of your marketing plan which support this project.**

#### **Marketing Goals:**

**A. Maintain 2008 Room Nights.**

**B. Research and Tracking.** To track Missoula's occupancy rates, the results of key marketing campaigns, including advertising and event promotion, and conversion rates.

**C. Education.** Education of visitors to raise awareness of Missoula as a destination, the community to increase awareness of tourism and its economic effects, and professional development of key MCVB personnel.

## **How does this project support the Strategic Plan?**

### **1.1: Implement highly targeted consumer advertising and promotion campaigns, based on strategic marketing plans and track/report results.**

- 1.1.a. Expand public-private marketing partnerships with tourism businesses and attractions
- 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) from state, regional, and CVB advertising efforts.

### **1.2: Promote Montana to targeted groups and events, emphasizing off-peak season.**

- 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.
- 1.2.e. Continue to target tour operators to bring group tours and packaged vacations to Montana.

### **1.3: Work collaboratively with other tourism marketing partners to plan and implement priority marketing efforts.**

- 1.3.b. Implement the new Montana tourism brand

### **3.1: Educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.**

### **4.1: Promote Montana's existing historic and cultural assets for the enjoyment of residents and visitors.**

- 4.1.a. Use local historic/cultural/tribal attractions as venues for conferences, events and educational seminars.
- 4.1.b. Develop artisans/craftsmen trails statewide to highlight Montana's history and culture.
- 4.1.e. Plan and promote commemorations of historic events in Montana

### **5.1: Cultivate opportunities to leverage private and public dollars to create tourism products and attract new tourist markets.**

- 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).
- 5.1.d. Identify new opportunities to provide guided educational/interpretive and adventure tours on public and private lands, and work to develop them.

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

### **9.3: Enhance funding for region and CVB marketing efforts.**

### **10.2: Create public/private/tribal partnerships for cooperative project implementation.**

You may put additional information on the back if necessary.

Please complete the appropriate project pages attached. If complete information is not available at the time of the application, it will be necessary to submit these details to the Audits/Applications Committee for final approval, prior to commitment of funds.

Detail information below: Yes No

**Project Budget:**

All funds for this project are from accommodations tax.

Print Production/Creative	\$ 7,000
Print Advertising Placement	\$27,500.

**TOTAL for project**                      **\$34,500.**

**Organization Name:** Missoula Convention and Visitors Bureau

**Project Name:** MP09/10: All Season Direct Mail

**Application Completed by:** Barbara Neilan, Executive Director

<b>Approval Requested</b>
<u>  X  </u> <b>Final</b>
<u>      </u> <b>Preliminary</b>

**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 MCVB will produce and distribute a minimum of 15,000 postcards designed to attract visitors to the Missoula area during the shoulder seasons.

- We will use addresses from our database, which includes those who have previously made inquiries about the area and those gathered at REI Winter Shows in Minneapolis and Seattle.
- Postcard will have an overall dimension of 12-3/4" by 6" and will fold to 4-1/4" by 6" for mailing.
- Postcard will be printed on 120# cover stock with a glossy finish.
- Postcard will be perforated so the recipient can tear the card into three pieces: one to be retained, one to be returned to request further information, one to be sent to a friend.
- Postcard will be full-color on the front side and up to full color on the back (depending upon cost and final design).
- There will be no advertising on the postcard.
- Postcard will target outdoor enthusiasts.
- Postcard will emphasize variety of spring, fall and winter activities.
- Recipients will be given the opportunity to request a Visitors Guide and other information.
- Postcard will offer a unique URL and a unique phone number for attribution of inquiries.

## Objectives

**Include the objectives from the narrative portion of your marketing plan that support this project.**

### A. Maintain 2008 Room Nights.

2. The Missoula CVB will partner with the Missoula International Airport, the Missoula Cultural Council, the Missoula Downtown Association, Southgate Mall, the Missoula Area Economic Development Corporation, the University of Montana and other local organizations and businesses to help promote events in Missoula, with an emphasis on off peak/shoulder season. The MCVB will specifically target cultural, sporting and entertainment events, and will help establish unique winter events. These events will be advertised to Missoula's direct flight and drive markets.

7. The MCVB will continue to market cooperatively with Travel Montana, Glacier Country Regional Tourism Commission, other tourism organizations and key non-profits and private businesses to promote Missoula to individual and group travelers, meeting planners, and key niche market travelers (such as cultural, winter, destination weddings, girlfriend getaways, etc.).

**C. Education.** Education of visitors to raise awareness of Missoula as a destination, the community to increase awareness of tourism and its economic effects, and professional development of key MCVB personnel.

**Identify the portions of your marketing plan which support this project.**

## Marketing Goals:

### A. Maintain 2008 Room Nights.

**B. Research and Tracking.** To track Missoula's occupancy rates, the results of key marketing campaigns, including advertising and event promotion, and conversion rates.

**C. Education.** Education of visitors to raise awareness of Missoula as a destination, the community to increase awareness of tourism and its economic effects, and professional development of key MCVB personnel.

**Does this project support the Strategic Plan? Yes No**

**If so, describe how:**

**1.1: Implement highly targeted consumer advertising and promotion campaigns, based on strategic marketing plans and track/report results.**

- 1.1.a. Expand public-private marketing partnerships with tourism businesses and attractions
- 1.1.b. Continue winter marketing
- 1.1.e. Enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.

**1.3: Work collaboratively with other tourism marketing partners to plan and implement priority marketing efforts.**

- 1.3.b. Implement the new Montana tourism brand

**4.1: Promote Montana's existing historic and cultural assets for the enjoyment of residents and visitors.**

**5.1: Cultivate opportunities to leverage private and public dollars to create tourism products and attract new tourist markets.**

- 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).

**You may put additional information on the back if necessary.**

**Please complete the appropriate project pages attached. If complete information is not available at the time of the application, it will be necessary to submit these details to the Audits/Applications Committee for final approval, prior to commitment of funds.**

**Detail information below: Yes No**

**Project Budget:**

All funds for this project are from accommodations tax.

Creative	\$1,500
Printing	\$2,500
Postage	\$4,100
<b>Total for Project</b>	<b>\$8,100</b>

**Organization Name:** Missoula Convention and Visitors Bureau  
**Project Name:** MP09/10: Internet Development & Marketing  
**Application Completed by:** Barbara Neilan, Executive Director

<b>Approval Requested</b> <u>  X  </u> <b>Final</b> <u>      </u> <b>Preliminary</b>
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**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 MCVB will continue to develop and maintain missoulacvb.org and missoulameetings.com. The projects will increase the perception of the Missoula area as a tourist destination and meetings destination by focusing on these main goals:

- **E-Direct Mail Campaigns** – 4 targeted seasonal electronic email campaigns will remind past visitors to missoulacvb.org to visit Missoula and return to the website for new content.
- **Expanded Travel Planning Content** – Missoulacvb.org will receive additional content pages on key planning resources for out of state visitors as well as integration of social networking components to keep content fresh and easy to share.
- **Redesigned Meetings Content** – Missoulameetings.com will receive a full redesign.
- **Travel Guide Online**– Continue the updates of the online guide and maintain latest technologies.
- **Weekly Updates** – Missoulacvb.org will be provided with immediate updates to events, attractions, and all other trip planning resources as needed by the CVB.
- **Seasonal Updates** – The site will receive a Spring, Summer, Fall, and Winter homepage and interior page template design updates in the marketing year.
- **Optimizations** - Aggressively optimizing and modifying Missoulacvb.org source code metatags to ensure best possible placement on major search engines
- **Site Marketing** – Keywords will be purchased in Google and Yahoo to promote Missoulacvb.org as an online tourism resource for Montana. (See Appendix A for complete keyword list)
- **Participate with Glacier Country in their national banner advertising campaign to reach an extended Online audience** in key drive markets.
- **A partial redesign of the website will be implemented to support social networking and marketing tools emerging on the web for tourism and cultural marketing.**
- **Expansion of site functionality** to include saved searches and ability to RSS content to additional websites for added visibility.
- **Expansion of mapping and search capabilities.**

## Objectives

**Include the objectives from the narrative portion of your marketing plan that support this project.**

### A. Maintain 2008 Room Nights.

1. Work in partnership with the Missoula International Airport to bring key new service to Missoula and to work with the community to keep and strengthen our present service through:
  - a. Partnership marketing campaigns with the Missoula International Airport to raise awareness of available air service and Missoula as a destination in our direct flight cities, as well as potential markets.
2. The Missoula CVB will partner with the Missoula International Airport, the Missoula Cultural Council, the Missoula Downtown Association, Southgate Mall, the Missoula Area Economic Development Corporation, the University of Montana and other local organizations and businesses to help promote events in Missoula, with an emphasis on off peak/shoulder season. The MCVB will specifically target cultural, sporting and entertainment events, and will help establish unique winter events. These events will be advertised to Missoula's direct flight and drive markets.

5. The Missoula CVB will continue to maintain and develop its websites, [www.missoulacvb.org](http://www.missoulacvb.org) and [www.missoulameetings.com](http://www.missoulameetings.com), specifically including addition of a media kit, photo gallery, press releases and story lines for use by writers and other media sources, and will increase the sites overall visitations by 15% over 2008.

7. The MCVB will continue to market cooperatively with Travel Montana, Glacier Country Regional Tourism Commission, other tourism organizations and key non-profits and private businesses to promote Missoula to individual and group travelers, meeting planners, and key niche market travelers (such as cultural, winter, destination weddings, girlfriend getaways, etc.).

**B. Research and Tracking.** To track Missoula's occupancy rates, the results of key marketing campaigns, including advertising and event promotion, and conversion rates.

3. The MCVB will implement web trends and survey tools to measure inquiries, actual visitations, visitor satisfaction, and feedback in order to identify marketing successes, areas needing improvement or misperceptions about Missoula and the surrounding area, and to raise community awareness of tourism as an economic driver.

**C. Education.** Education of visitors to raise awareness of Missoula as a destination, the community to increase awareness of tourism and its economic effects, and professional development of key MCVB personnel.

4. The Missoula CVB will provide quality service to area visitors through maintenance of a year round visitor center, which will be adequately staffed and equipped to provide informative and interesting materials to visitors, inform visitors of all the area has to offer, and to track visitor satisfaction levels in order to analyze and improve service.

5. Missoula will actively participate with the Tourism Advisory Council, Travel Montana, Glacier Country Regional Tourism Commission and other tourism organizations in tourism related educational programs and crisis management issues related to the promotion of tourism.

**Identify the portions of your marketing plan, which support this project.**

**Marketing Goals:**

**A. Maintain 2008 Room Nights.**

**B. Research and Tracking.** To track Missoula's occupancy rates, the results of key marketing campaigns, including advertising and event promotion, and conversion rates.

**C. Education.** Education of visitors to raise awareness of Missoula as a destination, the community to increase awareness of tourism and its economic effects, and professional development of key MCVB personnel.

**How does this project support the Strategic Plan?**

**1.1: Implement highly targeted consumer advertising and promotion campaigns, based on strategic marketing plans and track/report results.**

- 1.1.a. Expand public-private marketing partnerships with tourism businesses and attractions
- 1.1.b. Continue winter marketing

- 1.1.e Enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.
- 1.4.d Use technology to enhance visitor information and marketing efforts.

**1.2: Promote Montana to targeted groups and events, emphasizing off-peak season.**

- 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.
- 1.2.e Continue to target tour operators to bring group tours and packaged vacations to Montana.

**1.3: Work collaboratively with other tourism marketing partners to plan and implement priority marketing efforts.**

- 1.3.b Implement the new Montana tourism brand
- 1.3.c Conduct educational workshops, presentations and webinars

**1.4: Improve Montana's Visitor Information System to extend visitor stays and spending.**

- 1.4.a Create a database inventory of visitor information system (VIS) components available statewide

**3.1: Educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.**

**4.1: Promote Montana's existing historic and cultural assets for the enjoyment of residents and visitors.**

**5.1: Cultivate opportunities to leverage private and public dollars to create tourism products and attract new tourist markets.**

- 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).

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

**10.5: Obtain strategic research to inform tourism marketing, development, and policy decisions, and disseminate results and implications.**

- 10.5.a Continue to conduct research about resident and nonresident travelers in Montana to determine progress on Strategic Plan objectives.
- 10.5.d Disseminate tourism research reports to partners statewide.

**You may put additional information on the back if necessary.**

**Please complete the appropriate project pages attached. If complete information is not available at the time of the application, it will be necessary to submit these details to the Audits/Applications Committee for final approval, prior to commitment of funds.**

**Detail information below: Yes No**

**Project Budget:**

All funds for this project are from accommodations tax.

Area marketing through direct email	\$ 7,500
Internet Development & Maintenance	\$ 24,125
Search Optimization Services	\$ 6,000
MissoulaMeetings.com Redesign/Maintenance	\$ 3,000
Purchase of keywords to promote missoulacvb.org	\$ 4,500
Participation in a National Online CO-OP with Glacier Country	\$ 5,000
Rand McNally Online Portal (April/May 2010)	\$ 2,000
Los Angeles Times (August & September 2009)	\$ 2,000
<b>Total for Project</b>	<b>\$ 54,125</b>

**See attached Addendum for key words**

**Organization Name:** Missoula Convention and Visitors Bureau  
**Project Name:** MP09/10: Telemarketing/Fulfillment  
**Application Completed by:** Barbara Neilan, Executive Director

<b>Approval Requested</b> <input checked="" type="checkbox"/> <b>Final</b> <input type="checkbox"/> <b>Preliminary</b>
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**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.**

Most of this project is covered under the regulations, which state no budget is necessary for Telemarketing/Fulfillment because it comprises distribution of materials. The only part which needs a project sheet is the utilization of a fulfillment company to provide information for calls to our 800 number.

The goals of this project are to:

- Provide potential visitors with information they have requested 6 days a week (24/7 ordering capabilities provided)
- Implement a central clearing house for management, fulfillment, and tracking of all inquiries via email, telephone, live helper chat, fax, mail and reader response cards.
- Provide targeted extension numbers for better tracking of print media as well as special URLs for web response measurement.
- Provide a customizable database to track additional traveler interest and preferences. Utilize the database to provide sample call backs to ensure guide arrived timely for consumers.
- Provide timely fulfillment of travel guides and electronic mail responses.
- Provide additional travel planning assistance to visitors needing help with directions, weather conditions and attraction and lodging details.
- Maintain quality data in the consumer database and back up the data daily for protection.
- Provide storage and local and national distribution of the guides via call center and local tourism business requests for guides.
- Integrate call center with web 2.0 opportunities to place questions and answers and other valuable dialog with consumers Online to assist website based travel planners.

## **Objectives**

**Include the objectives from the narrative portion of your marketing plan that support this project.**

### **A. Maintain 2008 Room Nights.**

8. The MCVB will provide 5% more potential visitors with up-to-date and accurate information on Missoula and the surrounding areas through its call center and 800 number.

**B. Research and Tracking.** To track Missoula's occupancy rates, the results of key marketing campaigns, including advertising and event promotion, and conversion rates.

2. The MCVB will work with the Missoula Downtown Association and cultural organizations to track event attendees throughout the year, especially at the key events for which the MCVB will be providing regional advertising. This will create a baseline of data which the MCVB can then use to track the success of its marketing efforts for these events.
3. The MCVB will implement web trends and survey tools to measure inquiries, actual visitations, visitor satisfaction, and feedback in order to identify marketing successes, areas needing improvement or misperceptions about Missoula and the surrounding area, and to raise community awareness of tourism as an economic driver.

- C. Education.** Education of visitors to raise awareness of Missoula as a destination, the community to increase awareness of tourism and its economic effects, and professional development of key MCVB personnel.

**Identify the portions of your marketing plan which support this project.**

**Marketing Goals:**

**A. Maintain 2008 Room Nights.**

**B. Research and Tracking.** To track Missoula's occupancy rates, the results of key marketing campaigns, including advertising and event promotion, and conversion rates.

**C. Education.** Education of visitors to raise awareness of Missoula as a destination, the community to increase awareness of tourism and its economic effects, and professional development of key MCVB personnel.

**How does this project support the Strategic Plan?**

**1.1: Implement highly targeted consumer advertising and promotion campaigns, based on strategic marketing plans and track/report results.**

- 1.1.a. Expand public-private marketing partnerships with tourism businesses and attractions
- 1.1.b. Continue winter marketing
- 1.1.e. Enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.

**1.2: Promote Montana to targeted groups and events, emphasizing off-peak season.**

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

**1.3: Work collaboratively with other tourism marketing partners to plan and implement priority marketing efforts.**

- 1.3.b. Implement the new Montana tourism brand

**1.4: Improve Montana's Visitor Information System to extend visitor stays and spending.**

- 1.4.a. Create a database inventory of visitor information system (VIS) components available statewide
- 1.4.d. Use technology to enhance visitor information and marketing efforts

**3.1: Educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.**

**4.1: Promote Montana's existing historic and cultural assets for the enjoyment of residents and visitors.**

**5.1: Cultivate opportunities to leverage private and public dollars to create tourism products and attract new tourist markets.**

**10.5: Obtain strategic research to inform tourism marketing, development, and policy decisions, and disseminate results and implications.**

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

**You may put additional information on the back if necessary.**

**Please complete the appropriate project pages attached. If complete information is not available at the time of the application, it will be necessary to submit these details to the Audits/Applications Committee for final approval, prior to commitment of funds.**

**Detail information below: Yes No**

**Project Budget:**

All funds for this project are from accommodations tax.

Maintain an 800 number	\$ 5,200.00 (800 charges)
Engage a service to field inquiries / store guides	\$ 31,080.00 (Retainer)
Live Helper Online License (upgrade)	\$ 2,200.00 (Retainer)
Postage	\$ 10,000.00
<b>Total for Project</b>	<b>\$ 48,480.00</b>

**Organization Name:** Missoula Convention and Visitors Bureau  
**Project Name:** MP09/10: FAM Tour or Press Trip  
**Application Completed by:** Barbara Neilan, Executive Director

<b>Approval Requested</b> <input type="checkbox"/> <b>Final</b> <input checked="" type="checkbox"/> <b>Preliminary</b>
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**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 MCVB will work with Travel Montana and/or Glacier Country to bring qualified writer(s) or tour operator(s) to the Missoula area.

- If the FAM/Press Trip is not done in cooperation with Travel Montana, we will submit our source for qualified leads and suggested itinerary for approval prior to conducting the project.
- The MCVB will provide the participant(s) with a unique and exciting adventure.
- The MCVB will use this opportunity to show what is unique and desirable about the Missoula area.
- The MCVB will work specifically with the Missoula cultural arts community to put together a FAM tour for writers who will specifically feature what is unique about Missoula's cultural community.
- The MCVB will work with individual local hotels, state, regional and local tourism organizations and private businesses to put together a meeting planner/writer FAM tour.

## Objectives

**Include the objectives from the narrative portion of your marketing plan that support this project.**

### A. Maintain 2008 Room Nights.

4. The MCVB will arrange a minimum of one (1) FAM trip specifically targeting culture/arts in Missoula and/or meeting planners. This trip will be designed to highlight what is truly unique about Missoula, especially during our off peak/shoulder seasons. This FAM trip may be arranged solely or in partnership with Glacier Country Tourism Commission and/or Travel Montana, other tourism organizations, local organizations and private businesses.

7. The MCVB will continue to market cooperatively with Travel Montana, Glacier Country Regional Tourism Commission, other tourism organizations and key non-profits and private businesses to promote Missoula to individual and group travelers, meeting planners, and key niche market travelers (such as cultural, winter, destination weddings, girlfriend getaways, etc.).

**Identify the portions of your marketing plan which support this project.**

## Marketing Goals:

### A. Maintain 2008 Room Nights.

**How does this project support the Strategic Plan?**

#### 1.2: Promote Montana to targeted groups and events, emphasizing off-peak season.

- 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.
- 1.2.e Continue to target tour operators to bring group tours and packaged vacations to Montana.

**4.1: Promote Montana’s existing historic and cultural assets for the enjoyment of residents and visitors.**

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

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

You may put additional information on the back if necessary.

Please complete the appropriate project pages attached. If complete information is not available at the time of the application, it will be necessary to submit these details to the Audits/Applications Committee for final approval, prior to commitment of funds.

Detail information below: Yes No

**Project Budget:**

All funds for this project are from accommodations tax.

Lodging	\$1,000
Transportation	\$2,000
Meals	\$1,000
Miscellaneous	\$1,000
<b>Total for project</b>	<b>\$5,000</b>

**Organization Name:** Missoula Convention and Visitors Bureau  
**Project Name:** MP09/10: VIC Staffing  
**Application Completed by:** Barbara Neilan, Executive Director

<b>Approval Requested</b>
<u>  X  </u> Final
<u>      </u> 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 MCVB will maintain a position for a full time, year round travel counselor manager/staff person for our VIC during regular office hours, whose responsibilities may include but are not limited to:

- Responding to tourism inquiries in person, via phone, e-mail, fax and letter.
- Compiling and inputting data into the computer regarding information on visitation, calendar of events, local hotels and other related tourism businesses.
- Making lists of businesses to contact about tourism concerns.
- Researching information for guests.
- Order, storing and stocking brochures and maps from attractions, hotels, and other tourism related businesses.
- Maintaining the VIC area.
- Conceiving and developing area wide tours and support materials for same.
- Serving as support staff for the Montana information computer.
- Maintaining VIC scheduling and payroll.
- Attending Superhost training and other familiarization activities with all the attractions in their area.
- Maintaining a thorough knowledge of the content of all Montana guides and brochures, which the VIC has in our racks, and area-wide special events and be able to intelligently converse with visitors of all ages. VIC staff should know road conditions, any construction areas and suggested alternate routes. Staff should also be aware of alternative things to do in case of weather conditions.

The MCVB will hire staff during peak visitor seasons to cover our VIC during non-office hours:

- Staff will assist visitors for two hours after building closing time, Monday through Friday, and from 10 a.m. to 2 p.m., Saturday and Sunday, from July 1 through September 13 of 2009.
- Staff will assist visitors for two hours after building closing time, Monday through Friday, and from 10 a.m. to 2 p.m., Saturday and Sunday, from May 17 through June 30 of 2010.
- Staff will keep statistics about how many visitors requested information and home states of visitors
- Staff will keep track of the number of bulk requests filled.
- VIC staff may also be asked to package visitor packets for bulk requests from conventions, meetings and other groups.

These hours are not covered by the MCVB regular staff. We want to be sure visitors feel welcome and know what is available to them, even if they arrive outside our regular hours.

During the last season 3,340 visitors came to the MCVB Visitor Center looking for information and assistance. These visitors represented all 50 States and 34 foreign countries.

## **Objectives**

**Include the objectives from the narrative portion of your marketing plan that support this project.**

**C. Education.** Education of visitors to raise awareness of Missoula as a destination, the community to increase awareness of tourism and its economic effects, and professional development of key MCVB personnel.

4. The Missoula CVB will provide quality service to area visitors through maintenance of a year round visitor center, which will be adequately staffed and equipped to provide informative and interesting

materials to visitors, inform visitors of all the area has to offer, and to track visitor satisfaction levels in order to analyze and improve service.

**Identify the portions of your marketing plan, which support this project.**

**Marketing Goals:**

**A. Maintain 2008 Room Nights.**

**C. Education.** Education of visitors to raise awareness of Missoula as a destination, the community to increase awareness of tourism and its economic effects, and professional development of key MCVB personnel.

**How does this project support the Strategic Plan?**

**1.4: Improve Montana's Visitor Information System to extend visitor stays and spending.**

- 1.4.a Create a database inventory of visitor information system (VIS) components available statewide
- 1.4.c Provide advanced training for all Visitor Information Centers
- 1.4.d Use technology to enhance visitor information and marketing efforts

**3.1: Educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.**

**4.1: Promote Montana's existing historic and cultural assets for the enjoyment of residents and visitors.**

You may put additional information on the back if necessary.

Please complete the appropriate project pages attached. If complete information is not available at the time of the application, it will be necessary to submit these details to the Audits/Applications Committee for final approval, prior to commitment of funds.

Detail information below: Yes No

**Project Budget:**

All funds for this project are from the accommodations tax.

Full-time, year-round VIC manager/staff @\$14.50 per hour \$35,500.00

After hours spring/summer/fall:

2009 summer/fall hours

22 weekend days for four hours each day (88)

53 weekdays for two hours each day (106)

2010 spring hours

12 weekend days for four hours each day (48)

33 weekdays for two hours each day (66)

Total of 308 hours @ \$8.00 per hour (contract) \$ 3,120.00

**TOTAL for project \$38,620.00**

**Organization Name:** Missoula Convention and Visitors Bureau  
**Project Name:** MP09/10: Branding Campaign  
**Application Completed by:** Barbara Neilan, Executive Director

<b>Approval Requested</b>  <input type="checkbox"/> <b>Final</b>  <input checked="" type="checkbox"/> <b>Preliminary</b>
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**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 MCVB will contract with an individual or company to coordinate various efforts to 'brand' the Missoula area.
- The MCVB contractor will determine what agencies are working (or would like to work) to create a 'brand' for Missoula and will approach the agencies with an offer to coordinate efforts. A plan will be developed among all interested agencies and a revised Project Budget will be presented for approval by TAC prior to proceeding on the project.
  - The MCVB contractor will then facilitate the process, with input from the MCVB board of directors, ensuring the resulting brand reflects what visitors would find attractive in this area in order to strengthen our future marketing effort.
  - Through our contractor, the MCVB will act as the coordinating agency for those seeking to create a 'brand' for Missoula.

### **Objectives**

**Include the objectives from the narrative portion of your marketing plan that support this project.**

#### **A. Maintain 2008 Room Nights.**

6. The MCVB has started workshops to educate community leaders as to the importance of branding our community and the process of branding, and would like to follow-up this year with funding the necessary research of visitors and potential visitors regarding their perception of the area. This effort would result in a document analyzing what Missoula has to offer, how to encapsulate its offerings in a creative and concise phrase or statement and a list of ways this phrase or statement can be used in marketing the area. With commitment to funding the necessary research, the MCVB would look to Missoula City/County Government and key organizations to commit to fund the remainder of a full branding campaign for Missoula. This project will key into the Missoula Downtown Master Plan presently underway and coordinate an effort to establish a Cultural Plan for Missoula. If appropriate, Missoula's branding campaign will incorporate all or a portion of the State's branding campaign. However, given the ambiguity of our travel market this year, potential revenue of the MCVB, and partner organizations ability to predict or commit funding to complete the project, the MCVB has necessarily reduced funding in this year's budget for this project. Although the amount committed will not cover all research expenses, the intention is to have the flexibility to continue with and further fund the project should revenues of the MCVB and partner organizations improve and the economy stability during the upcoming year.

**C. Education.** Education of visitors to raise awareness of Missoula as a destination, the community to increase awareness of tourism and its economic effects, and professional development of key MCVB personnel.

5. Missoula will actively participate with the Tourism Advisory Council, Travel Montana, Glacier Country Regional Tourism Commission and other tourism organizations in tourism related educational programs and crisis management issues related to the promotion of tourism.

**Identify the portions of your marketing plan, which support this project.**

### **Marketing Goals:**

#### **A. Maintain 2008 Room Nights.**

**C. Education.** Education of visitors to raise awareness of Missoula as a destination, the community to increase awareness of tourism and its economic effects, and professional development of key MCVB personnel.

**How does this project support the Strategic Plan?**

**1.1: Implement highly targeted consumer advertising and promotion campaigns, based on strategic marketing plans and track/report results.**

1.1.a. Expand public-private marketing partnerships with tourism businesses and attractions

**1.3: Work collaboratively with other tourism marketing partners to plan and implement priority marketing efforts.**

1.3.b Implement the new Montana tourism brand

1.3.c Conduct educational workshops, presentations and webinars

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

**10.5: Obtain strategic research to inform tourism marketing, development, and policy decisions, and disseminate results and implications.**

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

10.5.b Purchase research about national/international tourism recreation, and related trends from sources

10.5.d Disseminate tourism research reports to partners statewide.

**You may put additional information on the back if necessary.**

**Please complete the appropriate project pages attached. If complete information is not available at the time of the application, it will be necessary to submit these details to the Audits/Applications Committee for final approval, prior to commitment of funds.**

**Detail information below: Yes No**

**Project Budget:**

Due to the economic uncertainty of the coming fiscal year, the MCVB is currently requesting only partial funding of this project, in order to have the flexibility to add funding to the project should the economy and partner budgets stabilize or increase during the upcoming year.

Full funding for this project will include the \$20,000 MCVB investment, plus whatever funds will be provided by other agencies once a plan of action has been established. The MCVB will provide a revised Project Budget including financial participation by others and a breakout of the use of accommodations tax funds after the initial exploratory stage, but prior to further work on the project.

Total MCVB accommodations tax funds to be used on this project:

Branding facilitation      \$ 5,000

**Total for project                      \$ 5,000**

**Organization Name:** Missoula Convention and Visitors Bureau  
**Project Name:** MP09/10: Photographic Library  
**Application Completed by:** Barbara Neilan, Executive Director

<b>Approval Requested</b>
<u>  X  </u> <b>Final</b>
<u>      </u> <b>Preliminary</b>

**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 MCVB will purchase photographs from various photographers to add to a photographic library of Missoula and the surrounding areas for use in marketing Missoula. Such library may be used in all means of promotion that the MCVB shall conduct, i.e. print advertising, website, publications, television, trade show booth, etc.

- The photos will be high quality, all-season photographs of landmarks, events, attractions, recreation and scenery in Missoula and surrounding areas.
- The MCVB will have unrestricted use of all photographs.
- The MCVB will own the rights to said photographs.
- The MCVB will encourage non-professional photographers to submit their favorite area photos for potential use by the MCVB in Missoula marketing through an online contest or other creative alternatives.

### **Objectives**

**Include the objectives from the narrative portion of your marketing plan that support this project.**

#### **A. Maintain 2008 Room Nights.**

2. The Missoula CVB will partner with the Missoula International Airport, the Missoula Cultural Council, the Missoula Downtown Association, Southgate Mall, the Missoula Area Economic Development Corporation, the University of Montana and other local organizations and businesses to help promote 3-4 events in Missoula, with an emphasis on off peak/shoulder season. The MCVB will specifically target cultural, sporting and entertainment events, and will help establish unique winter events. These events will be advertised to Missoula's direct flight and drive markets.
3. The MCVB will partner with Glacier Country Regional Tourism Commission to provide Public Relations services. This will include the development of a media/press kit, press releases, and/or story pitches to appropriate publications in our drive and direct flight markets. These story lines will be directed to niche marketing efforts and to drive off peak/shoulder season business.
5. The Missoula CVB will continue to maintain and develop its websites, [www.missoulacvb.org](http://www.missoulacvb.org) and [www.missoulameetings.com](http://www.missoulameetings.com), specifically including addition of a media kit, photo gallery, press releases and story lines for use by writers and other media sources, and will increase the sites overall visitations by 15% over 2008.
7. The MCVB will continue to market cooperatively with Travel Montana, Glacier Country Regional Tourism Commission, other tourism organizations and key non-profits and private businesses to promote Missoula to individual and group travelers, meeting planners, and key niche market travelers (such as cultural, winter, destination weddings, girlfriend getaways, etc.).
9. The MCVB will continue to maintain and expand its photo library of Missoula area attractions, recreation, and events.

**C. Education.** Education of visitors to raise awareness of Missoula as a destination, the community to increase awareness of tourism and its economic effects, and professional development of key MCVB personnel.

4. The Missoula CVB will provide quality service to area visitors through maintenance of a year round visitor center, which will be adequately staffed and equipped to provide informative and interesting

materials to visitors, inform visitors of all the area has to offer, and to track visitor satisfaction levels in order to analyze and improve service.

**Identify the portions of your marketing plan which support this project.**

**Marketing Goals:**

**A. Maintain 2008 Room Nights.**

**C. Education.** Education of visitors to raise awareness of Missoula as a destination, the community to increase awareness of tourism and its economic effects, and professional development of key MCVB personnel

**How does this project support the Strategic Plan?**

**1.1: Implement highly targeted consumer advertising and promotion campaigns, based on strategic marketing plans and track/report results.**

1.1.b Continue winter marketing

**1.2: Promote Montana to targeted groups and events, emphasizing off-peak season.**

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.

1.2.e Continue to target tour operators to bring group tours and packaged vacations to Montana.

**1.3: Work collaboratively with other tourism marketing partners to plan and implement priority marketing efforts.**

1.3.b Implement the new Montana tourism brand

**4.1: Promote Montana's existing historic and cultural assets for the enjoyment of residents and visitors.**

**5.1: Cultivate opportunities to leverage private and public dollars to create tourism products and attract new tourist markets.**

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).

**You may put additional information on the back if necessary.**

**Please complete the appropriate project pages attached. If complete information is not available at the time of the application, it will be necessary to submit these details to the Audits/Applications Committee for final approval, prior to commitment of funds.**

**Detail information below: Yes No**

**Project Budget:**

Accommodations tax funds to be used on this project:

Photographic Library	\$ 5,000
<b>Total for project</b>	<b>\$ 5,000</b>

**Organization Name:** Missoula Convention and Visitors Bureau  
**Project Name:** MP09/10: Convention Bags  
**Application Completed by:** Barbara Neilan, Executive Director

<b>Approval Requested</b>
<u>  X  </u> Final
<u>      </u> 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 MCVB will produce 5,000 heavy weight, handled plastic and/or recyclable convention bags featuring the MCVB logo as a convenient means of providing convention/meeting attendees with information on all that Missoula and the surrounding areas have to offer to entice them to extend their time in our area.

### **Objectives**

**Include the objectives from the narrative portion of your marketing plan that support this project.**

#### **A. Maintain 2008 Room Nights.**

2. The Missoula CVB will partner with the Missoula International Airport, the Missoula Cultural Council, the Missoula Downtown Association, Southgate Mall, the Missoula Area Economic Development Corporation, the University of Montana and other local organizations and businesses to help promote 3-4 events in Missoula, with an emphasis on off peak/shoulder season. The MCVB will specifically target cultural, sporting and entertainment events, and will help establish unique winter events. These events will be advertised to Missoula's direct flight and drive markets.

7. The MCVB will continue to market cooperatively with Travel Montana, Glacier Country Regional Tourism Commission, other tourism organizations and key non-profits and private businesses to promote Missoula to individual and group travelers, meeting planners, and key niche market travelers (such as cultural, winter, destination weddings, girlfriend getaways, etc.).

#### **C. Education.** Education of visitors to raise awareness of Missoula as a destination, the community to increase awareness of tourism and its economic effects, and professional development of key MCVB personnel.

4. The Missoula CVB will provide quality service to area visitors through maintenance of a year round visitor center, which will be adequately staffed and equipped to provide informative and interesting materials to visitors, inform visitors of all the area has to offer, and to track visitor satisfaction levels in order to analyze and improve service.

**Identify the portions of your marketing plan, which support this project.**

### **Marketing Goals:**

#### **A. Maintain 2008 Room Nights.**

**C. Education.** Education of visitors to raise awareness of Missoula as a destination, the community to increase awareness of tourism and its economic effects, and professional development of key MCVB personnel.

**How does this project support the Strategic Plan?**

**1.2: Promote Montana to targeted groups and events, emphasizing off-peak season.**

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

**1.3: Work collaboratively with other tourism marketing partners to plan and implement priority marketing efforts.**

1.3.b Implement the new Montana tourism brand

**You may put additional information on the back if necessary.**

**Please complete the appropriate project pages attached. If complete information is not available at the time of the application, it will be necessary to submit these details to the Audits/Applications Committee for final approval, prior to commitment of funds.**

**Detail information below: Yes No**

**Project Budget:**

Accommodations tax funds to be used on this project:

Convention Bags	\$ 5,000
<b>Total for project</b>	<b>\$ 5,000</b>

**Organization Name:** Missoula Convention and Visitors Bureau  
**Project Name:** MP09/10: Destination Weddings Invite Friends & Family Campaign  
**Application Completed by:** Barbara Neilan, Executive Director

<b>Approval Requested</b>
<u>  X  </u> <b>Final</b>
<u>      </u> <b>Preliminary</b>

**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 MCVB will produce 5,000 postcards and an online campaign to invite out of area friends and family to area weddings.

- The MCVB will partner with the Missoulian to distribute 4,000 postcards from March through October to couples coming to the newspaper to insert engagement and wedding announcements. 1,000 postcards will also be available at the Missoula CVB Visitor Information Center. A special online entry form will also be available and advertised on missoulacvb.org.
- The couples will be encouraged to provide an invitation list of their out of area guests with current contact information. This information will be given to the MCVB Call Center, who will send a custom letter to each person listed inviting them to the specific wedding and providing them with information on Missoula and the surrounding area. The letter will also direct them to missoulacvb.org. The objective is to encourage them to extend their stay in Missoula.
- Addresses will be added to our database for continued contact.
- Postcard will have an overall dimension of approximate 4" x 6" for mailing.
- Postcard will be printed on 120# cover stock with a glossy finish.
- Postcard will be full-color on the front side and up to full color on the back (depending upon cost and final design).

## Objectives

**Include the objectives from the narrative portion of your marketing plan that support this project.**

### A. Maintain 2008 Room Nights.

5. The Missoula CVB will continue to maintain and develop its websites, [www.missoulacvb.org](http://www.missoulacvb.org) and [www.missoulameetings.com](http://www.missoulameetings.com), specifically including addition of a media kit, photo gallery, press releases and story lines for use by writers and other media sources, and will increase the sites overall visitations by 15% over 2008.

7. The MCVB will continue to market cooperatively with Travel Montana, Glacier Country Regional Tourism Commission, other tourism organizations and key non-profits and private businesses to promote Missoula to individual and group travelers, meeting planners, and key niche market travelers (such as cultural, winter, destination weddings, girlfriend getaways, etc.).

8. The MCVB will provide 5% more potential visitors with up-to-date and accurate information on Missoula and the surrounding areas through its call center and 800 number.

**C. Education.** Education of visitors to raise awareness of Missoula as a destination, the community to increase awareness of tourism and its economic effects, and professional development of key MCVB personnel.

**Identify the portions of your marketing plan, which support this project.**

**Marketing Goals:**

**A. Maintain 2008 Room Nights.**

**C. Education.** Education of visitors to raise awareness of Missoula as a destination, the community to increase awareness of tourism and its economic effects, and professional development of key MCVB personnel.

**How does this project support the Strategic Plan?**

**1.1: Implement highly targeted consumer advertising and promotion campaigns, based on strategic marketing plans and track/report results.**

1.1.a. Expand public-private marketing partnerships with tourism businesses and attractions

**1.2: Promote Montana to targeted groups and events, emphasizing off-peak season.**

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

**1.4: Improve Montana’s Visitor Information System to extend visitor stays and spending.**

1.4.a Create a database inventory of visitor information system (VIS) components available statewide

**4.1: Promote Montana’s existing historic and cultural assets for the enjoyment of residents and visitors.**

4.1.a Use local historic/cultural/tribal attractions as venues for conferences, events and educational seminars.

**5.1: Cultivate opportunities to leverage private and public dollars to create tourism products and attract new tourist markets.**

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

You may put additional information on the back if necessary.

Please complete the appropriate project pages attached. If complete information is not available at the time of the application, it will be necessary to submit these details to the Audits/Applications Committee for final approval, prior to commitment of funds.

Detail information below: Yes No

**Project Budget:**

All funds for this project are from accommodations tax.

Creative	\$1,500
Printing	\$2,000
<b>Total for project</b>	<b>\$3,500</b>

**Organization Name:** Missoula Convention and Visitors Bureau  
**Project Name:** MP09/10: Air Service Partnership  
**Application Completed by:** Barbara Neilan, Executive Director

<b>Approval Requested</b> <u>      </u> <b>Final</b> <u>  <b>X</b>  </u> <b>Preliminary</b>
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**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 Missoula CVB will continue to work in partnership with the Missoula International Airport to bring key new service to Missoula and will work with the community to keep and strengthen our present service.

- The MCVB will place ads and/or online campaigns in the major newspapers and work with area tourism entities and retail businesses to put together travel packages in our direct flight cities, as well as potential new markets, to raise the awareness of Missoula as a destination. The MCVB will specifically target 2-3 direct flight markets for these campaigns. These markets currently consist of Minneapolis, Chicago, Denver, Salt Lake City, Las Vegas, Phoenix, San Francisco, Los Angeles and Seattle. United Airlines has started weekend service to San Francisco throughout the summer. It is important to make sure this route is successful in order to expand to daily service.
- The MCVB will provide assistance in the form of support letters, organizing community support, and participating with the Missoula International Airport in meetings with air carriers considering new service to Missoula in order to show commitment on the part of the community to ensuring the success of air carriers in our area.
- The MCVB will continue to work with the Missoula Area Economic Development Corporation and the Missoula International Airport to create a permanent flight guarantee fund for new air service to Missoula. The partners worked in 2008 to acquire the necessary matching funds for a Small Community Air Service Development Grant that Missoula International Airport received in 2008. The partner entities will continue to work in the five valleys area to establish a permanent flight guarantee fund program that will be used as incentive for new air service.

## **Objectives**

**Include the objectives from the narrative portion of your marketing plan that support this project.**

### **A. Maintain 2008 Room Nights.**

1. Continue to work in partnership with the Missoula International Airport to bring key new service to Missoula and to work with the community to keep and strengthen our present service through:
  - a. Partnership marketing campaigns with the Missoula International Airport to raise awareness of available air service and Missoula as a destination in our direct flight cities, as well as potential markets.
  - b. Work in partnership with the Missoula International Airport to pitch new air service to key targeted markets.
  - c. Work in partnership with the Missoula International Airport, Missoula Area Economic Development Corporation, city and county government, key organizations, private businesses and individuals to create a fund to be used for flight guarantees for new air service and as matching funds for grant applications by the airport.
  
7. The MCVB will continue to market cooperatively with Travel Montana, Glacier Country Regional Tourism Commission, other tourism organizations and key non-profits and private businesses to promote Missoula to individual and group travelers, meeting planners, and key niche market travelers (such as cultural, winter, destination weddings, girlfriend getaways, etc.).

8. The MCVB will provide 5% more potential visitors with up-to-date and accurate information on Missoula and the surrounding areas through its call center and 800 number.

**B. Research and Tracking.** To track Missoula's occupancy rates, the results of key marketing campaigns, including advertising and event promotion, and conversion rates.

3. The MCVB will implement web trends and survey tools to measure inquiries, actual visitations, visitor satisfaction, and feedback in order to identify marketing successes, areas needing improvement or misperceptions about Missoula and the surrounding area, and to raise community awareness of tourism as an economic driver.

**C. Education.** Education of visitors to raise awareness of Missoula as a destination, the community to increase awareness of tourism and its economic effects, and professional development of key MCVB personnel.

1. The MCVB will implement a series of at least four (4) educational workshops which will be open to the public to cover key issues and changing trends in the tourism industry, to encourage partnerships between community organizations to promote cooperative and key events marketing, to raise community and regional awareness of tourism as an economic driver, and to educate frontline staff on customer service and what Missoula has to offer visitors.

**Identify the portions of your marketing plan, which support this project.**

**Marketing Goals:**

**A. Maintain 2008 Room Nights.**

**B. Research and Tracking.** To track Missoula's occupancy rates, the results of key marketing campaigns, including advertising and event promotion, and conversion rates.

**C. Education.** Education of visitors to raise awareness of Missoula as a destination, the community to increase awareness of tourism and its economic effects, and professional development of key MCVB personnel.

**How does this project support the State Strategic Plan?**

**1.1: Implement highly targeted consumer advertising and promotion campaigns, based on strategic marketing plans and track/report results.**

1.1.a. Expand public-private marketing partnerships with tourism businesses and attractions

1.1.b. Continue winter marketing

1.1.e. Enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.

**1.2: Promote Montana to targeted groups and events, emphasizing off-peak season.**

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.

1.2.e. Continue to target tour operators to bring group tours and packaged vacations to Montana.

**1.3: Work collaboratively with other tourism marketing partners to plan and implement priority marketing efforts.**

1.3.b. Implement the new Montana tourism brand

1.3.c Conduct educational workshops, presentations and webinars

**4.1: Promote Montana’s existing historic and cultural assets for the enjoyment of residents and visitors.**

**5.1: Cultivate opportunities to leverage private and public dollars to create tourism products and attract new tourist markets.**

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).

**7.1: Increase air service capacity to and from Montana cities.**

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

**10.2: Create public/private/tribal partnerships for cooperative project implementation.**

**10.5: Obtain strategic research to inform tourism marketing, development, and policy decisions, and disseminate results and implications.**

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

**You may put additional information on the back if necessary.**

**Please complete the appropriate project pages attached. If complete information is not available at the time of the application, it will be necessary to submit these details to the Audits/Applications Committee for final approval, prior to commitment of funds.**

**Detail information below: Yes No**

**Project Budget:**

All funds for this project are from accommodations tax.

**Total for project \$10,000**

**Organization Name:** Missoula Convention and Visitors Bureau  
**Project Name:** MP09/10: Public Relations  
**Application Completed by:** Barbara Neilan, Executive Director

<b>Approval Requested</b> <u>  X  </u> Final <u>      </u> Preliminary
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**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 Missoula CVB will partner with Glacier Country Regional Tourism Commission for Public Relations services, which could include but not be limited to:

- Development of a media/press kit to be used for marketing Missoula and the surrounding areas. This press kit will include area photography, statistics, recreational opportunities, and highlights of what is unique about Missoula and the surrounding area. The kit will be placed on line at [www.missoulacvb.org](http://www.missoulacvb.org) and 500 press kits will be printed if additional funding is available.
- Creation of press releases highlighting tourism in Missoula and surrounding areas, including but not limited to special events, tourism attractions, workshops and presentations. These press releases will be directed to media in our drive and direct flight markets, as well as local media.
- Development of story pitches to appropriate publications in our drive and direct flight markets specifically directed towards our niche marketing efforts, such as girlfriend getaways, destination weddings, meetings and conventions, etc., and to drive off peak/shoulder season business.

## Objectives

**Include the objectives from the narrative portion of your marketing plan that support this project.**

### A. Maintain 2008 Room Nights.

3. The MCVB will partner with Glacier Country Regional Tourism Commission to provide Public Relations services. This will include the development of a media/press kit, press releases, and story pitches to appropriate publications in our drive and direct flight markets. These story lines will be directed to niche marketing efforts and to drive off peak/shoulder season business.

5. The Missoula CVB will continue to maintain and develop its websites, [www.missoulacvb.org](http://www.missoulacvb.org) and [www.missoulameetings.com](http://www.missoulameetings.com), specifically including addition of a media kit, photo gallery, press releases and story lines for use by writers and other media sources, and will increase the sites overall visitations by 15% over 2008.

### C. Education. Education of visitors to raise awareness of Missoula as a destination, the community to increase awareness of tourism and its economic effects, and professional development of key MCVB personnel.

1. The MCVB will implement a series of at least four (4) educational workshops which will be open to the public to cover key issues and changing trends in the tourism industry, to encourage partnerships between community organizations to promote cooperative and key events marketing, to raise community and regional awareness of tourism as an economic driver, and to educate frontline staff on customer service and what Missoula has to offer visitors.
2. The Missoula CVB will provide quality service to area visitors through maintenance of a year round visitor center, which will be adequately staffed and equipped to provide informative and interesting

materials to visitors, inform visitors of all the area has to offer, and to track visitor satisfaction levels in order to analyze and improve service.

**Identify the portions of your marketing plan, which support this project.**

**Marketing Goals:**

**A. Maintain 2008 Room Nights.**

**C. Education.** Education of visitors to raise awareness of Missoula as a destination, the community to increase awareness of tourism and its economic effects, and professional development of key MCVB personnel.

**How does this project support the State Strategic Plan?**

**1.1: Implement highly targeted consumer advertising and promotion campaigns, based on strategic marketing plans and track/report results.**

- 1.1.a. Expand public-private marketing partnerships with tourism businesses and attractions
- 1.1.b. Continue winter marketing

**1.2: Promote Montana to targeted groups and events, emphasizing off-peak season.**

- 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.
- 1.2.e. Continue to target tour operators to bring group tours and packaged vacations to Montana.

**1.3: Work collaboratively with other tourism marketing partners to plan and implement priority marketing efforts.**

- 1.3.b. Implement the new Montana tourism brand
- 1.3.c. Conduct educational workshops, presentations and webinars

**1.4: Improve Montana's Visitor Information System to extend visitor stays and spending.**

- 1.4.d. Use technology to enhance visitor information and marketing efforts

**4.1: Promote Montana's existing historic and cultural assets for the enjoyment of residents and visitors.**

**5.1: Cultivate opportunities to leverage private and public dollars to create tourism products and attract new tourist markets.**

- 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).

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

**You may put additional information on the back if necessary.**

**Please complete the appropriate project pages attached. If complete information is not available at the time of the application, it will be necessary to submit these details to the Audits/Applications Committee for final approval, prior to commitment of funds.**

**Detail information below: Yes No**

**Project Budget:**

All funds for this project are from accommodations tax.

Media/press kit development	\$2,500.
Media/press kit printing	500.
PR Services	2,000.
<b>Total for project</b>	<b>\$5,000.</b>

**Organization Name:** Missoula Convention and Visitors Bureau  
**Project Name:** MP09/10: Smith Travel Reports  
**Application Completed by:** Barbara Neilan, Executive Director

<b>Approval Requested</b> <u>  X  </u> Final <u>      </u> Preliminary
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**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 MCVB will purchase Smith Travel Reports in order to adequately track Missoula City occupancy rates, ADRs, averages and changes in the Missoula Hotel market.

### **Objectives**

**Include the objectives from the narrative portion of your marketing plan that support this project.**

#### **A. Maintain 2008 Room Nights.**

8. The MCVB will continue to market cooperatively with Travel Montana, Glacier Country Regional Tourism Commission, other tourism organizations and key non-profits and private businesses to promote Missoula to individual and group travelers, meeting planners, and key niche market travelers (such as cultural, winter, destination weddings, girlfriend getaways, etc.).

9. The MCVB will provide 25% more potential visitors with up-to-date and accurate information on Missoula and the surrounding areas through its call center and 800 number.

**B. Research and Tracking.** To track Missoula's occupancy rates, the results of key marketing campaigns, including advertising and event promotion, and conversion rates.

1. The MCVB will purchase appropriate Smith Travel Reports in order to track Missoula City occupancy rates, ADRs, averages and changes in the Missoula hotel market. This will aid the MCVB in understanding the Missoula market, to identify times of need, and to develop niche marketing opportunities to increase occupancy.

**Identify the portions of your marketing plan, which support this project.**

### **Marketing Goals:**

#### **A. Maintain 2008 Room Nights.**

**B. Research and Tracking.** To track Missoula's occupancy rates, the results of key marketing campaigns, including advertising and event promotion, and conversion rates.

**C. Education.** Education of visitors to raise awareness of Missoula as a destination, the community to increase awareness of tourism and its economic effects, and professional development of key MCVB personnel.



**Organization Name:** Missoula Convention and Visitors Bureau  
**Project Name:** MP09/10: Educational Workshops  
**Application Completed by:** Barbara Neilan, Executive Director

<b>Approval Requested</b>
<u>  X  </u> Final
<u>      </u> 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 Missoula CVB will implement a series of at least four (4) educational workshops which will be open to the public to cover key issues and changing trends in the tourism industry, to encourage partnerships between community organizations to promote cooperative and key events marketing, to raise community and regional awareness of tourism as an economic driver, and to educate frontline staff on customer service and what Missoula has to offer visitors.

### **Objectives**

**Include the objectives from the narrative portion of your marketing plan that support this project.**

#### **A. Maintain 2008 Room Nights.**

5. The Missoula CVB will continue to maintain and develop its websites, [www.missoulacvb.org](http://www.missoulacvb.org) and [www.missoulameetings.com](http://www.missoulameetings.com), specifically including addition of a media kit, photo gallery, press releases and story lines for use by writers and other media sources, and will increase the sites overall visitations by 15% over 2008.

6. The MCVB has started workshops to educate community leaders as to the importance of branding our community and the process of branding, and would like to follow-up this year with funding the necessary research of visitors and potential visitors regarding their perception of the area. This effort would result in a document analyzing what Missoula has to offer, how to encapsulate its offerings in a creative and concise phrase or statement and a list of ways this phrase or statement can be used in marketing the area. With commitment to funding the necessary research, the MCVB would look to Missoula City/County Government and key organizations to commit to fund the remainder of a full branding campaign for Missoula. This project will key into the Missoula Downtown Master Plan presently underway and coordinate an effort to establish a Cultural Plan for Missoula. If appropriate, Missoula's branding campaign will incorporate all or a portion of the State's branding campaign. However, given the ambiguity of our travel market this year, potential revenue of the MCVB, and partner organizations ability to predict or commit funding to complete the project, the MCVB has necessarily reduced funding in this year's budget for this project. Although the amount committed will not cover all research expenses, the intention is to have the flexibility to continue with and further fund the project should revenues of the MCVB and partner organizations improve and the economy stabilize during the upcoming year.

7. The MCVB will continue to market cooperatively with Travel Montana, Glacier Country Regional Tourism Commission, other tourism organizations and key non-profits and private businesses to promote Missoula to individual and group travelers, meeting planners, and key niche market travelers (such as cultural, winter, destination weddings, girlfriend getaways, etc.).

**C. Education.** Education of visitors to raise awareness of Missoula as a destination, the community to increase awareness of tourism and its economic effects, and professional development of key MCVB personnel.

1. The MCVB will implement a series of at least four (4) educational workshops which will be open to the public to cover key issues and changing trends in the tourism industry, to encourage partnerships between community organizations to promote cooperative and key events marketing, to raise community and regional awareness of tourism as an economic driver, and to educate frontline staff on customer service and what Missoula has to offer visitors.

5. Missoula will actively participate with the Tourism Advisory Council, Travel Montana, Glacier Country Regional Tourism Commission and other tourism organizations in tourism related educational programs and crisis management issues related to the promotion of tourism

**Identify the portions of your marketing plan, which support this project.**

**Marketing Goals:**

**A. Maintain 2008 Room Nights.**

**C. Education.** Education of visitors to raise awareness of Missoula as a destination, the community to increase awareness of tourism and its economic effects, and professional development of key MCVB personnel.

**How does this project support the State Strategic Plan?**

**1.1: Implement highly targeted consumer advertising and promotion campaigns, based on strategic marketing plans and track/report results.**

1.1.a. Expand public-private marketing partnerships with tourism businesses and attractions

1.1.e Enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts

**1.3: Work collaboratively with other tourism marketing partners to plan and implement priority marketing efforts.**

1.3.b Implement the new Montana tourism brand

1.3.c Conduct educational workshops, presentations and webinars

**1.4: Improve Montana's Visitor Information System to extend visitor stays and spending.**

**5.1: Cultivate opportunities to leverage private and public dollars to create tourism products and attract new tourist markets.**

**6.1: Enhance professional development opportunities and requirements for staff and board members of Montana tourism and recreation-related organizations.**

**You may put additional information on the back if necessary.**

**Please complete the appropriate project pages attached. If complete information is not available at the time of the application, it will be necessary to submit these details to the Audits/Applications Committee for final approval, prior to commitment of funds.**

**Detail information below: Yes No**

**Project Budget:**

All funds for this project are from accommodations tax.

**Total for project                      \$1,000.**

**Organization Name:** Missoula Convention and Visitors Bureau  
**Project Name:** MP09/10: DMAI Accreditation/Certification  
**Application Completed by:** Barbara Neilan, Executive Director

<b>Approval Requested</b> <u>  X  </u> Final <u>      </u> Preliminary
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**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 Missoula CVB will continue its membership in Destination Marketing Association International and will continue to work toward becoming certified as a DMA through the Destination Marketing Accreditation Program. The Missoula CVB Executive Director will also attend the DMAI National Convention and continue working toward a Certified Destination Marketing Executive (CDME) accreditation. This professional development and accreditation will enhance MCVB's ability to market Missoula and the surrounding areas to groups who only consider accredited DMO's when planning conferences and group meetings. It will also keep the Missoula CVB abreast of cutting edge tourism marketing trends to keep Missoula competitive and to increase the effectiveness of the MCVB marketing efforts.

**Objectives**

**Include the objectives from the narrative portion of your marketing plan that support this project.**

**A. Maintain 2008 Room Nights**

**C. Education.** Education of visitors to raise awareness of Missoula as a destination, the community to increase awareness of tourism and its economic effects, and professional development of key MCVB personnel.

- 2. The MCVB Executive Director will continue the four year accreditation program through Destination Marketing Accreditation.
- 3. The MCVB will continue working toward certification of Missoula as a DMA through the Destination Marketing Accreditation Program.

**Identify the portions of your marketing plan, which support this project.**

**Marketing Goals:**

**A. Maintain 2008 Room Nights.**

**C. Education.** Education of visitors to raise awareness of Missoula as a destination, the community to increase awareness of tourism and its economic effects, and professional development of key MCVB personnel.

**How does this project support the State Strategic Plan?**

**1.1: Implement highly targeted consumer advertising and promotion campaigns, based on strategic marketing plans and track/report results.**

**1.2: Promote Montana to targeted groups and events, emphasizing off-peak season.**

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

**1.3: Work collaboratively with other tourism marketing partners to plan and implement priority marketing efforts.**

**6.1: Enhance professional development opportunities and requirements for staff and board members of Montana tourism and recreation-related organizations.**

6.1.a Encourage all Montana CVBs to join either the Destination Marketing Association International (DMAI), or the Western Association of Convention & Visitors Bureaus (WACVB) to Implement their standards, procedures, and performance reporting, and pursue staff certification and CVB accreditation.

**You may put additional information on the back if necessary.**

**Please complete the appropriate project pages attached. If complete information is not available at the time of the application, it will be necessary to submit these details to the Audits/Applications Committee for final approval, prior to commitment of funds.**

**Detail information below: Yes No**

**Project Budget:**

All funds for this project are from accommodations tax.

DMAI Membership	\$	950.
Convention Registration		750.
Core Course		1,000.
Travel Expenses:		
Airfare:	\$550.00	
Hotel:	\$423.00	
Meals:	\$227.00	
Misc:	\$100.00	
		1,300.
<b>Total for project</b>	<b>\$</b>	<b>4,000.</b>

## **Appendix A**

Missoula CVB Keyword Targets (actual words used will vary based on cost of keywords at time of seasonal purchase) - This is the maximum list:

Missoula Vacation Guide  
Missoula Travel Information  
Missoula Travel  
Missoula Visitor Information  
Missoula Cultural Guide  
Missoula Hotels  
Missoula Lodging  
Missoula Dining  
Places to Stay in Missoula  
Places to See in Missoula  
Things to do in Missoula Montana  
Missoula Montana Travel  
Missoula Montana Visitor Information  
Missoula Fun  
Missoula Nightlife  
Missoula Travel Planning  
Missoula Travel Services  
Missoula Visitor Center  
Missoula Water Fun  
Missoula Outdoor Adventure  
Missoula Outdoor Entertainment  
Missoula Events  
Missoula Montana Travel Planning  
Montana Cultural Tourism  
Montana Airport Service  
Montana Lakes and Rivers  
Montana Downtown Destinations  
Missoula Historical Sites  
University of Montana Visitor Information  
Montana Wildlife Viewing Information  
Missoula Montana Trip Planner  
Missoula Montana Visitor Packet  
Missoula Montana Vacation Guide  
Missoula Bed and Breakfast  
Glacier National Park  
Yellowstone National Park  
Missoula accommodations  
Missoula places to stay with Pets  
Missoula Travel Blogs  
Missoula Multimedia  
Missoula Pictures  
Meet Me in Missoula  
Missoula Holidays  
Missoula Summer