Community & Brand Support

Our Mission:

Big Sky was born a destination ski resort in 1973. Tourism is a part of our DNA and as a result, the visitor economy is the lifeline that affords our residents the opportunity to live, work and play here, and to have the quality of life they have, much like many Montanans. The negative impact of the COVID-19 public health pandemic, economic downturn, and complete halt to the global tourism industry including that of Montana, and Big Sky in particular, has delivered quite a blow.

Tourism, rooted in Outdoor Recreation, is the #1 industry and driving Big Sky’s growth it is also fueling Montana’s $3.7 billion statewide visitor economy. As year-round tourism continues to grow, Big Sky assumed the #2 position in Montana Lodging Facility Use Tax collections behind Billings – the state’s largest city, ahead of Bozeman – the fastest growing micropolitan in the U.S., and both Missoula and West Yellowstone.

Not only is outdoor recreation the reason why people choose to visit Big Sky, but it is also why eventually, they choose to come live the dream that is Big Sky. This phenomenon has fueled the growth of the other two industries traditionally known as the three-legged stool of Big Sky’s local economy: development/construction and real estate. Second homeowners who again many times experience Big Sky for the first time as a visitor, purchase property in one of our three, private residential clubs – Moonlight Basin, Spanish Peaks Mountain Club and the Yellowstone Club, and come to call Big Sky “home.” For at least part of the year.

Big Sky is known first and foremost as home to Bozeman-owned Big Sky Resort and the Big Sky Gondola in American Fork Canyon offering 5,800 acres of skiable terrain in winter. In summer, Big Sky is a Gateway to Yellowstone – America’s First National Park, located just an hour’s scenic drive along the famed Gallatin River from the park. For removed from any urban center, Big Sky’s location on the intersection of U.S. Highway 191 and MT Highway 64 (Lone Mountain Trail) in south-central Montana, is centrally positioned along the major east-west stretch through the scenic Gallatin Canyon between Bozeman Yellowstone International Airport (BZN) to the north and the most accessed/west entrance to Yellowstone to the south. Big Sky itself is situated at the base of iconic Lone Peak, elevation 11,166 feet, and encompasses the Canyon, “Waterfall” and “Mountain” areas, each with its own distinct geography, history, culture and personality.

The myriad of Outdoor Recreation activities available in and around Big Sky is in what attracts our visitors, residents and second homeowners. Visit Big Sky’s I.D. card (VISN) as the official Destination Management and Marketing Organization (DMMO) and facilitator of the state-designated Big Sky Convention & Visitor Bureau (CVB) per Imagine Big Sky 2023 its board adopted Tourism Master Plan is to develop and promote Big Sky’s summer outdoor recreation experience so that it rivals its world class winter reputation.

Public funding support includes the Big Sky Area Resort District (SSPAC) Tax revenues allocated during an annual competitive process combined with Montana Lodging Facility Use Tax (4%) dollars appropriated annually by the state. Additional support comes from private investment by Big Sky tourism stakeholder businesses. To assist potential visitors with advanced trip planning from “home to takeoff,” VISN operates the Big Sky & Greater Yellowstone Visitor Information Center (VHC) seven days a week, June through Labor Day, and Monday-Friday during winter months, with a full-time staffer, two seasonal staffers, a 24-hour hotline, internet connectivity and public restrooms facilities. In summer 2019, the VHC had nearly 3,900 guests in the facility.

Our Vision: Big Sky’s confluence of nature, culture, people and preservation is so inspiring that one visit makes you want to stay for a lifetime.

Our Mission: As the community’s official destination management and marketing organization, Visit Big Sky drives the development and marketing of authentic tourism experience, through research and stakeholder collaboration to grow Big Sky’s economy while balancing the need to sustain quality of life for its residents.

PA: Strongholds

Traditionally a part of America’s First National Park – Yellowstone (YNP) – Montana’s National Parks Specifically “Yellowstone and Glacier” are the #1 draw for our non-resident visitors per Destination Analysts’ Montana Destination Brand Research Study (October 2016). Further, according to a record in-depth study, YNP is the fourth most recognized travel destination in the Western United States and holds the #1 spot in the world on the US State Department’s International Tourism websites.

In 2016, YNP hosted to upwards of 4.2 million people. The number of visitors was down slightly year over year from 2015. Of the five gates, the west entrance was the year entrance located less than an hour’s scenic drive from Big Sky along the famed Gallatin River. It witnessed 1.6 million visitors pass through its gate in 2016. This proximity of Big Sky to YNP has significantly impacted year-round tourism and is evident in the more than 500,000+ annual winter recreational visitors. YNP is a direct route for winter enthusiasts combining Big Sky Resort’s shoulder season marketing efforts to coincide with the closure of Big Sky Resort.

Between the Parks” albeit a 962-mile drive will continue to capitalize on the popularity of Montana’s national parks.

States among international travelers. In 2019, YNP played host to upwards of 4.02 million people. The number of visitors was down slightly year over year from 2015. Of the five gates, the west entrance was the year entrance located less than an hour’s scenic drive from Big Sky along the famed Gallatin River. It witnessed 1.6 million visitors pass through its gate in 2016. This proximity of Big Sky to YNP has significantly impacted year-round tourism and is evident in the more than 500,000+ annual winter recreational visitors. YNP is a direct route for winter enthusiasts combining Big Sky Resort’s shoulder season marketing efforts to coincide with the closure of Big Sky Resort.

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Source: [https://irma.nps.gov/]

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Between the Parks” albeit a 962-mile drive will continue to capitalize on the popularity of Montana’s national parks.
Beginning April 23, Yellowstone National Park announced new air service for Winter 19/20 including American daily to Chicago, Delta seasonal to Detroit and daily to Minneapolis-St. Paul. In April 2019, work expanded the terminal at BZN. This $27 million project will add 70,000 square feet to the west side of the concourse. It will include four new gates, a third restaurant inside security, more retail stores, an outbound baggage handling area, passenger boarding bridges, a larger terminal apron to serve more planes and space for future development. The expansion and addition of new air service, meaning more and more accessible homes to Montana, is key factors contributing to Big Sky's increased visitation.

Shoreline Hotels (Montana, Wyoming, and Big Sky) –BZN announced new air service for Winter 2019 including daily to Chicago, Delta seasonal to Detroit and daily to Minneapolis-St. Paul. In April 2019, work expanded the terminal at BZN. This $27 million project will add 70,000 square feet to the west side of the concourse. It will include four new gates, a third restaurant inside security, more retail stores, an outbound baggage handling area, passenger boarding bridges, a larger terminal apron to serve more planes and space for future development. The expansion and addition of new air service, meaning more and more accessible homes to Montana, is key factors contributing to Big Sky's increased visitation.

Source: https://www.burlingtonairport.com/reports-and-statistics

Sense of Arrival is Big Sky - Big Sky, historically has attempted to attract visitors traveling on the US Highway 191 corridor toward Yellowpine. The interaction at Big Sky, the main entry into and out of the destination lacks any visual entry features or arrival signage that one would expect to find at the main intersection turning into a world-class mountain resort community. As a result, many cars simply drive past the entrance to BZN. VBS continues to work with new landlord to change this.

Shoreline Hotels (Montana, Wyoming, and Big Sky) –BZN announced new air service for Winter 2019 including daily to Chicago, Delta seasonal to Detroit and daily to Minneapolis-St. Paul. In April 2019, work expanded the terminal at BZN. This $27 million project will add 70,000 square feet to the west side of the concourse. It will include four new gates, a third restaurant inside security, more retail stores, an outbound baggage handling area, passenger boarding bridges, a larger terminal apron to serve more planes and space for future development. The expansion and addition of new air service, meaning more and more accessible homes to Montana, is key factors contributing to Big Sky's increased visitation.

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Big Sky Resort's new marketing plan prioritizes capturing visitor sentiment on social media to gauge the success of their destination management efforts. By using Instagram, Facebook, and Twitter as key communication channels, they can track how potential travelers are engaging with their brand and adapting their marketing strategy accordingly. The resort aims to build a strong emotional connection with visitors through social media, ultimately driving them to visit Big Sky. This approach allows them to gain valuable insights into what motivates visitors and how they perceive the destination, enabling them to tailor their marketing efforts efficiently. In summary, Big Sky Resort's focus on social media and capturing visitor sentiment highlights their commitment to understanding their audience and crafting a marketing strategy that resonates with potential visitors.

- **Social Media Optimization:**
  - Instagram (1.6M followers)
  - Facebook (550K followers)
  - Twitter (200K followers)

- **Engagement Metrics:**
  - Posts per day: 3
  - Average engagement rate: 0.5%
  - Average post reach: 100K

- **Visitor Sentiment Analysis:**
  - 95% positive sentiment
  - 5% negative sentiment

- **Key Themes:**
  - Scenic beauty
  - Adrenaline rush activities
  - Community events
  - Local culture

- **Goal Setting:**
  - Increase Instagram followers by 10%
  - Double Facebook engagement rate
  - Launch new Instagram campaign focused on spring activities

Big Sky Resort's dedicated focus on social media and capturing visitor sentiment serves as a strategic foundation for their tourism and marketing efforts, ensuring they remain connected with their audience and adapt their marketing strategies accordingly.
Imagine Big Sky 2023, the five-year Tourism Master Plan for VBS was adopted May 2018. In FY19 VBS took its first step to operationalize this strategy into an annual plan. Specific, measurable, achievable, relevant, and time bound (S.M.A.R.T.) goals will be developed with corresponding actions based on available funding levels and executed with year-end evaluation of progress measured.

1. Develop a sustainable SUMMER OUTDOOR RECREATION experience

Goal: By 2023, Big Sky will have grown its product offering into a unique, competitive and sustainable outdoor recreation destination experience.

Actions:
- Leverage Big Sky’s Place DNA™ working collaboratively to infuse it across the destination to create a unique Big Sky experience that is impossible for others to copy.
- Expand the organization’s reach from strictly tourism to the development of a sustainable and responsible destination tourism experience.
- Lead and support all stakeholders to create memorable experiences that produce repeat visits.
- Monitor the visitor experience at benchmark and strengthen the destination experience.
- Advocate for the protection of Big Sky’s natural environment by supporting organizations, policies, standards and guidelines that encourage sustainability.
- Prioritize and measure the attitude of residents towards tourism on an ongoing basis to ensure communication about on-going efforts to maintain the balance between growth and quality of life is effective.

2. Engage in destination promotion to broaden Big Sky’s reputation BEYOND WORLD-CLASS WINTER

Goal: By 2023, Big Sky’s reputation for sustainable, outdoor recreation beyond The Biggest Skiing in America®, especially in high-value audience segments, will reach beyond that of a ski resort destination.

Actions:
- Identify clusters of products and experiences as a basis for niche audience segmentation.
- Transition away from traditional paid advertising methods, towards more modern, online and digitally focused marketing and promotion, and earned media to segment Big Sky’s audience and cost-effectively target the people who will truly connect with the destination.
- The new and improved VisitBigSky.com website launched in August 2018, and it, as well as VBS’ social media channels have played a big role.
- Identify and address pain points for Big Sky’s larger audience in the path-to-purchase as well as on the customer journey from touch down to take off.
- Enable and encourage others to share stories about Big Sky’s experiences to generate positive word-of-mouth online and through advocacy.
- Establish a communication framework to monitor word-of-mouth conversations about Big Sky and to amplify the most aligned stories for maximum reach and impact.
- Develop a set of marketing metrics to measure sentiment from target audiences towards the destination to ensure Big Sky’s reputation strengthens over time.
- Conduct research to establish a baseline and continue to do so to ensure on-going efforts are successful.

3. Establish Visit Big Sky as the leader in the tourism collective

Goal: By 2023, Visit Big Sky will have successfully implemented this strategy through leading a collaborative effort of all stakeholders including its industry peers, resulting in a vibrant local economy and a healthy and sustainable community for Big Sky. The VBS vision is ambitious because VBS is a relatively small player in a highly competitive environment alongside its industry peers, including its industry peers. However, VBS is an emerging market, with a chronic and consistent pipeline of destination brand awareness and opportunity, and this, coupled with website and social media analytics, past marketing campaign effectiveness and visitor information from guests to the Big Sky GSI & Greater Yellowstone Visitor Information Center are all used to inform marketing decisions. VBS will also work with agencies to gather market-specific research. Summer visitor experience research was conducted by Destination Analysts in June, July, and August of 2019 to uncover pain points on the traveler journey to Big Sky from “touch down to take off,” as well as the overall experience after the trip. As mentioned earlier, the Tourism Sentiment Index is a 3-year research project that analyzes the change in word-of-mouth about the destination online from year to year by season and outdoor recreation activity. The second report was produced in October 2019.

Opt: Optional - include attachment here.

- What research supports your target marketing?

Research – VBS utilizes research provided by the Montana Office of Tourism and Business Development (MOTBD) including the most recent Winter Enthusiast Report (2018) and the Montana Destination Brand Research Study (2016). Further, it leverages the updated tourism statistics and special reports from Tourism Advisory Council (TAC)-selected research projects provided annually by the Montana Office of Tourism and Business Development (MOTBD) and by the state Tourism Planning Council (TPC) through the Montana Lodging & Business Development (MLBD) platform. The destination lodging platform utilized by VBS partners with state lodging partners in destination provides quarterly occupancy and rate data and this, coupled with website and social media analytics, past marketing campaign effectiveness and visitor information from guests to the Big Sky GSI & Greater Yellowstone Visitor Information Center are all used to inform marketing decisions. VBS will also work with agencies to gather market-specific research. Summer visitor experience research was conducted by Destination Analysts in June, July, and August of 2019 to uncover pain points on the traveler journey to Big Sky from “touch down to take off,” as well as the overall experience after the trip. As mentioned earlier, the Tourism Sentiment Index is a 3-year research project that analyzes the change in word-of-mouth about the destination online from year to year by season and outdoor recreation activity. The second report was produced in October 2019.

- In what types of geographies would MOTBD be most useful in the future?

MOTBD joint ventures related to agency services assistance due to the limited staffing resources here in Big Sky are valuable, for media placement as well as more regional research. Joint public relations efforts, FAIR Trips and participation in international travel trade-shows to address international markets can only be done via Joint Venture for Big Sky. In the future, the opportunity to partner on any video production being done by MOTBD in Big Sky would be greatly appreciated.
Visit Big Sky Big Sky CVB will continue to work with organizations, businesses, Yellowstone County Tourism Region and the six other CVBs within it to combine our marketing efforts in order to increase tourism to the region at large. Joint Ventures have included a regional Travel Guide program, co-op print and digital in服务平台 publications, a statewide digital campaign and regional FAM Trips. Event sponsorship of fete events in specific civic market mountain resort communities such as Jackson Hole and/or Park City would be a new potential opportunity to partner.

### Marketing Segment, Method & Budget

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<tr>
<td>Consumer</td>
<td>First Advertising</td>
<td>The Big Sky will use a mix of online and offline advertising in order to achieve multiple goals: brand awareness, website traffic, direct bookings, and social media support. According to FY21, the CVB will strategically leverage the CVB’s assets to increase the CVB’s presence on social media, and create awareness of the CVB’s marketing efforts at various events and via social media platforms.</td>
<td>During FY22, VBS will continue to receive a total of $137,730.34 of CVB funds to continue the online advertising efforts. As a result, VBS will continue to receive a return on investment of over 1,080,800 page views per year and has generated over 2766 downloads of the guide. The increase in page views has been dramatically impacted by the addition of social media. In FY21, VBS had 3,900 copies of the guide printed and distributed to Montana and neighboring states. In FY22, VBS will once again print the guide and distribute it to Montana and neighboring states.</td>
<td>Provide research into CPC (cost per click) performance. Planning a trip to the Big Sky in the near future. Those ads received Big Sky as a potential destination for recreation and adventure, with an emphasis on skiing. The anticipated end result is that visitors from the Big Sky region will receive exposure to Big Sky. The ultimate goal is to increase sales of both big ski resorts.</td>
<td>This method is budgeted for FY22.</td>
<td>$12,990.00</td>
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<td>Consumer</td>
<td>Digital Advertising</td>
<td>Online advertising includes search engine marketing and social media (both SEO and SEM). Many types of display advertising (including with banner advertising) and search engine optimization (SEO) are utilized to increase awareness, contact and engagement. The ability to track the performance of these efforts is critical to determining the effectiveness of the CVB’s marketing plan.</td>
<td>The Montana Destination Brand Research by Destination Analysts (2016) demonstrated the very low awareness of Montana by potential visitors. The banners are a low maintenance marketing tactic that produce high ROI. According to Lamar.com, in May of 2019, a research report revealed 90% of U.S. travelers have noticed OOH advertising during a one-month span, and 80% of U.S. travelers will be exposed to OOH advertising. The Montana Destination Brand Research by Destination Analysts (2016) demonstrated the very low awareness of Montana by potential visitors.</td>
<td>The increase in page views and traffic for the number of website page views and downloads of the West Yellowstone Visitor Guide. Over 45,000 copies of the guide are printed and distributed to Montana and neighboring states. A full-page advertisement was placed in the December/January issue of The Destination Analyst's Traveler's Guide, which garnered over 1,080,800 page views per year and has generated over 2766 downloads of the guide. The increase in page views has been dramatically impacted by the addition of social media. In FY21, VBS had 3,900 copies of the guide printed and distributed to Montana and neighboring states. In FY22, VBS will once again print the guide and distribute it to Montana and neighboring states.</td>
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<td>Consumer</td>
<td>Billboards/Out of Home</td>
<td>VBS has placed three billboards in prominent locations in the Gallatin County Airport to spread and create brand awareness and encourage travel.</td>
<td>The banners are a low maintenance marketing tactic that produce high ROI. According to the same report, in May of 2019, a research report revealed 85% of U.S. travelers have noticed OOH advertising during a one-month span, and 80% of U.S. people have noticed OOH in one week’s time. This research reveals that consumers are noticing advertising with OOH at high levels. This research also found that 60% of consumers who had contacted an online search after seeing the ad at their local airport saw OOH ads.</td>
<td>The increase in website traffic and bookings for the Big Sky area.</td>
<td>This method is budgeted for FY22.</td>
<td>$0.00</td>
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Online advertising includes search engine marketing (SEM), many types of display advertising (including web banner advertising), and mobile advertising. It provides meaningful scale, cost-efficiency, frequency and has the ability to self-optimise. It often occurs inebriated within their own digital environment where consumers are actively looking for information. We can measure impressions while leveraging targeting platforms to drive greater effectiveness and lower cost of acquisition. SEM can deliver a solid return on investment through the combination of cost per acquisition and click-through rate averaging at 2%. Be sure to use our website! We are going to continue to invest in the method of storytelling, marketing and advertising through various channels to engage potential and current visitors.

For FY21, VBS will use a variety of online channels to reach our targeted audience. Online advertising includes search engine marketing (SEM), many types of display advertising (including web banner advertising), and mobile advertising. Online advertising allows us to increase interaction with potential and current visitors. SEM allows for VBS to reach potential and current visitors that allows us to utilise social media marketing. We offer a digital visitor destination resource.

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### Consumer

#### Marketing

- **Oppportunity Marketing**
  - No statistical data available.
  - No specific marketing strategies outlined.

- **WebGrants - State of Montana**
  - No mention of specific grants or funding.
  - No information on how funds were allocated.

- **Consumer Opportunity Marketing**
  - Focus on photography and video marketing.
  - Emphasis on destination branding and awareness.

- **Consumer Joint Ventures**
  - Partnership with Big Sky CVB.
  - Joint venture marketing efforts.
  - Success metrics include leads generated, ad impressions, and number of new visitors.

- **Digital Advertising**
  - Focus on joint venture marketing.
  - Explores the success of using co-marketing strategies.

### Business

- **Joint Venture Marketing**
  - Focus on the success of joint venture marketing.
  - Emphasis on the value of co-marketing and strategic alliances.

- **Case Study - Bozeman Yellowstone International Airport**
  - Example of joint venture marketing.
  - Focus on success metrics such as leads generated, ad impressions, and number of new visitors.

### VBS

- **Marketing Activity**
  - Focus on successful marketing strategies.
  - Emphasis on destination branding and awareness.

- **Air Route Development Fund**
  - Focus on the success of joint venture marketing.
  - Success metrics include leads generated, ad impressions, and number of new visitors.

- **Wyoming**
  - Focus on the success of joint venture marketing.
  - Success metrics include leads generated, ad impressions, and number of new visitors.

### Other States

- **Montana**
  - Focus on the success of joint venture marketing.
  - Success metrics include leads generated, ad impressions, and number of new visitors.

### News

- **Alaska**
  - Focus on the success of joint venture marketing.
  - Success metrics include leads generated, ad impressions, and number of new visitors.

### Analysis

- **Marketing Strategies**
  - Focus on the success of joint venture marketing.
  - Success metrics include leads generated, ad impressions, and number of new visitors.

### Conclusion

- **Marketing Success**
  - Focus on the success of joint venture marketing.
  - Success metrics include leads generated, ad impressions, and number of new visitors.
**Consumer**

**Photography Library**

Acquire the right videos and captured imagery. The costs associated with video production, advertising and video rights are well budgeted and controlled. Photography must also be enhanced, ensuring high-quality images that represent the brand's identity.

**Website**

Ensuring the website is optimized for search engines (SEO) is crucial for online visibility. The website must be fast-loading, user-friendly, and mobile-responsive. Regular updates and content enhancements are necessary to keep the website relevant and engaging. The website is the primary source for information and offers various features like job listings, event calendars, and visitor guides.

**Internet Marketing**

Website visits are increased through the use of Google Analytics to measure the effectiveness of digital marketing campaigns. The website is an essential tool for generating leads and sales. The website is continuously updated with the latest news, events, and promotions.

**Success**

Successful results are measured through the use of Google Analytics. The website is optimized for search engines (SEO) and social media. The website is a gateway to the USA website in the presence on the Visit Big Sky page on the Visit Montana landing page. The website is used by visitors looking for information on Big Sky and its attractions.

**Office**

**Marketing Multi-Media Marketing**

VBS will have a presence at the USA Travel Association (USA) National Parks and Monuments Workshops, and other travel trade shows. Marketing Multi-Media Marketing includes photography, videography, and digital marketing. The marketing strategy is designed to strategically place the Big Sky brand in front of the domestic and international travel trade industry. The marketing strategy will be executed in accordance with the 20% budget allowance for FY21.

**Success**

The website will be measured for success by the number of visitors and leads generated on site. The website will continue to be used by visitors throughout the year to stay fully informed about the destination.

**Group Marketing**

**Multi-Media Marketing**

VBS will have a presence at the USA Travel Association (USA) National Parks and Monuments Workshops, and other travel trade shows. Marketing Multi-Media Marketing includes photography, videography, and digital marketing. The marketing strategy is designed to strategically place the Big Sky brand in front of the domestic and international travel trade industry. The marketing strategy will be executed in accordance with the 20% budget allowance for FY21.

**Success**

The website will be measured for success by the number of visitors and leads generated on site. The website will continue to be used by visitors throughout the year to stay fully informed about the destination.

**Travel/Tourism Shows**

IPW is produced by the U.S. Travel Association, and it is the travel industry’s premier international marketplace and the largest generator of travel to the U.S. During three days of intensive, prescheduled business appointments, U.S. travel buyers meet with over 1,200 international and domestic buyers from more than 30 countries. For the 2021 IPW, which was scheduled to be held in Las Vegas, NV, it was rescheduled to 2021.

IPW is co-produced by Rocky Mountain International (RMI), with an intensive structure designed to provide conversations with more than 80 organizations from around the Great American West region comprised of North and South Dakota, Montana, Wyoming, Idaho, and Oregon. Due to COVID-19, the event was scheduled to be held in Casper, WY, which was rescheduled to 2021.

**Success**

The website will be measured for success by the number of visitors and leads generated on site. The website will continue to be used by visitors throughout the year to stay fully informed about the destination.

**Marketing Support**

**Administration**

The costs associated with administration are reasonable and prudent for the size of the tourism industry. The department is responsible for ensuring compliance with the CVB’s budget and operational requirements. The department is responsible for ensuring compliance with the CVB’s budget and operational requirements. The department is responsible for ensuring compliance with the CVB’s budget and operational requirements. The department is responsible for ensuring compliance with the CVB’s budget and operational requirements. The department is responsible for ensuring compliance with the CVB’s budget and operational requirements.

**Success**

Yes, we met our objective and the website and its messaging and communications were successful and effective. The CVB stayed within the 20% allowable budget for FY21 and method again in the future. Visit Big Sky met the 20% allowable budget for FY21 and method again in the future.

**Find Your Sky**

Yosemite National Park is a Gateway Community to Yosemite to the USA website in the presence on the Visit Big Sky page on the Visit Montana landing page. The website is used by visitors looking for information on Big Sky and its attractions.

**Compliance Manager**

The costs associated with administration are reasonable and prudent for the size of the tourism industry. The department is responsible for ensuring compliance with the CVB’s budget and operational requirements. The department is responsible for ensuring compliance with the CVB’s budget and operational requirements. The department is responsible for ensuring compliance with the CVB’s budget and operational requirements. The department is responsible for ensuring compliance with the CVB’s budget and operational requirements. The department is responsible for ensuring compliance with the CVB’s budget and operational requirements.

**Success**

Yes, we met our objective and the website and its messaging and communications were successful and effective. The CVB stayed within the 20% allowable budget for FY21 and method again in the future. Visit Big Sky met the 20% allowable budget for FY21 and method again in the future.
The Institute for Tourism & Recreation Research (ITRR) research shows that visitors who use VIC staff as a source of information during their trip spend almost 55% more than that of all visitors and their length of stay is almost 31% longer than that of all visitors. The VBS marketing manager was employed with VBS, averaging 40 hours per week. While our marketing manager was employed with VBS, our center was closed to the public until June 1, 2021. Our CVB coordinator and two part-time volunteers managed our center from our relocation in June 2020. She had to unpack all the brochures and organize our center from our relocation in June 2020. She spent an estimated 8-10 minutes per group assisting visitors. VIC counselors are committed to giving high priority to affectively setting the tone for tourism in Big Sky as well as VBS priorities, to ensure that all communications are on brand and external communications adhere to brand standards. Additional responsibilities include providing administrative support in working with Big Sky & Greater Yellowstone Tourism Stakeholders, the media, and various constituents. The VBS Tourism Stakeholder Manager is responsible for engaging and supporting the hundreds of tourism businesses and community stakeholders that provide the actual Big Sky experience. This is a crucial role for VIC to help them develop their vision and expectations and market it on their behalf. The VBS Board of Directors and its elected officials, other stakeholders, the media, and various constituents speak to tourism stakeholders, the media, and various constituents. The VBS Visitor Services Coordinator's job description and duties as detailed in the job posting are for the FY data range of 11/20/2020 - 10/31/2021.

The Big Sky & Greater Yellowstone Visitor Center employs staff members who are knowledgeable about the Big Sky area to best serve our guests. With the COVID-19 pandemic at full force for FY21, our visitor center was closed to the public until June 1, 2021. Our CVB coordinator and two part-time volunteers managed our center from our relocation in June 2020. She spent an estimated 8-10 minutes per group assisting visitors. VIC counselors are committed to giving high priority to affectively setting the tone for tourism in Big Sky as well as VBS priorities, to ensure that all communications are on brand and external communications adhere to brand standards. Additional responsibilities include providing administrative support in working with Big Sky & Greater Yellowstone Tourism Stakeholders, the media, and various constituents. The VBS Visitor Services Coordinator is responsible for engaging and supporting the hundreds of tourism businesses and community stakeholders that provide the actual Big Sky experience. This is a crucial role for VIC to help them develop their vision and expectations and market it on their behalf. The VBS Board of Directors and its elected officials, other stakeholders, the media, and various constituents speak to tourism stakeholders, the media, and various constituents. The VBS Visitor Services Coordinator's job description and duties as detailed in the job posting are for the FY data range of 11/20/2020 - 10/31/2021.
Marketing Support
DMO Program Participation
Initiative, membership dues, registration fees and other related expenses apply to the state one destination
representative then go back to the state to apply.
In the past, the National Association of Convention and Visitors Bureaus (the association
for destination management organizations) has sponsored an annual budget to fund the
meetings and conferences are a requirement for being the state one destination representative.
and conferences are a requirement for being the state one destination representative.
For the Governor’s Conference, VBS plans to send one individual to the Governor’s Conference.
DMO 2020 \text{ Particulars} \text{ Revenue of the} \text{ DMO}
Total  \text{ Revenue} \text{ provided} \text{ by} \text{ the} \text{ DMO} \text{ was} \text{ at} \text{ a} \text{ low} \text{ point} \text{ due} \text{ to} \text{ COVID}. \text{ Funding} \text{ was} \text{ required} \text{ to} \text{ support} \text{ the} \text{ method}.
The Visit Big Sky CVB had plenty of visitors in the past, so this method can still be considered successful even if the method cannot be
used again.
Number of maps printed and distributed at the
Yellowstone Visitor Information Center was more than 8,000 visitors, all of whom were new to the Big Sky area and in need of a map to find their way. By offering printed maps for our guests we are providing a resource not otherwise available. Google maps is not up to date in our area with many business locations pinging incorrectly on Google, which further reinforces the need for printed maps.

Marketing Support
DMO Program Participation
Printed Material
Printing of the Official Big Sky destination map
In summer 2019, the Big Sky and Greater Yellowstone Visitors Information Center saw more than 8,000 visitors, all of whom were new to the Big Sky area and in need of a map to find their way. By offering printed maps for our guests we are providing a resource not otherwise available. Google maps is not up to date in our area with many business locations pinging incorrectly on Google, which further reinforces the need for printed maps.

Marketing Support
DMO Support
TAC/Governor’s Conference meetings
According to MOSTRD rules and regulations, VBS is required to send at least one individual to the quarterly TAC meetings as well as to the Annual Governor’s Conference.

Marketing Support
DMO Program Participation
Printed Material
Printing of the Official Big Sky destination map
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DMO Support
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Marketing Support

Research

In order to grow Big Sky tourism, VBS must continually monitor and measure visitor and resident sentiment and behavior patterns. Understanding the changes and consumer preferences is critical. The summer visitor-visitation to Big Sky Resort Area District was to be a part of the evaluation process for the renewed contract. The contract renewal process for the Destimetrics contract was in process for the past five years to learn more about our market, its trends, and information to inform our marketing decisions.

According to Tourism e-school “understanding the market in which you operate is essential in creating a robust tourism marketing strategy.” “Destinations can leverage research to make sound decisions regarding product development and marketing, to remain competitive in our dynamic tourism industry.” Research is the tool to be sure that changes you want to make are what the visitor would like when coming to your destination.

Source: https://tourismeschool.com/blog/tourism-research-australia-operators-destinations/

One way to extend our research capability is through continuing support for the Voices of Montana Tourism office. Our objective was to leverage research to build a dataset of local leaders to help us market our destination. The second research project was the renewal of the Destimetrics contract. VBS was able to sign a 3-year contract term for 30% of the Big Sky Resort Area District to be a part of the group. Over the last five years we tracked the impact of our marketing communications to the metrics. The Destimetrics contract continues to be an important tool to help us make our marketing decisions.

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### Marketing Method Evaluation Attachments

<table>
<thead>
<tr>
<th>Attachment</th>
<th>Description</th>
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<tbody>
<tr>
<td>Attachment 1</td>
<td>FY 21 pie chart by segment.xlsx</td>
</tr>
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<td>Attachment 2</td>
<td>1 West Yellowstone Ad.pdf</td>
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<td>Attachment 3</td>
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<td>Find Your Sky (1).mp4</td>
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<td>Attachment 8</td>
<td>Visit Big Sky FY 21 evaluation budget to actual.xlsx</td>
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### Marketing Method Budget

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### Miscellaneous Attachments

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