



Grant Details

95522 - FY21 Region/CVB Marketing Plan

101297 - Bozeman CVB FY21 Marketing Plan

DOC Office of Tourism

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Community & Brand Support

Describe your destination (who you are, who you wish to attract and why would they come) addressing your strengths, opportunities, and potential challenges. How does your destination align with Montana's brand pillars?

COVID-19 Update:

As we continuously monitor the outcomes of the COVID-19 Pandemic, we have taken action to immediately modify our marketing plans based on both strategy and budget. After pausing the majority of our paid media, we allocated a portion of the budget beginning in May to the following media outlets: Expedia, Sojern, Madden Media, and Trip Advisor. We are moving funds from our FY20 budget to the summer months to promote in-state and regional drive markets, including North and South Dakota, Colorado, Utah, Idaho, and the Spokane, WA area.

Most of our emerging markets are on hold, and we are focusing our efforts on our top-tier, direct flight cities that have traditionally performed well: Seattle, Denver, Salt Lake, and Minneapolis. The exception to this will be the Nashville flight on Allegiant and Sun Country to Minneapolis, which we are under contract to provide marketing support.

All media will be structured so that we have the flexibility to make necessary changes to markets and messaging based on circumstances.

What began as a small agricultural town in Montana, Bozeman is now the nation's fastest-growing micropolitan area and was recently identified as also having the strongest micropolitan economy in the nation (Polycorn Corporation, 2020 Economic Strength Rankings.)

The popularity of the area is easy to understand. Surrounded by six mountain ranges, four major rivers, two major ski areas, and conveniently between two of the entrances to Yellowstone National Park, outdoor recreation is abundant. Montana State University is now the largest college in the state, bringing a vibrant academic and social energy. And the entrepreneurial spirit is everywhere; boutiques, art galleries, restaurants, sporting goods stores, and big-box stores create a dynamic shopping and dining experience. Museum of the Rockies, a Smithsonian affiliate, draws people not only for their impressive collection of dinosaurs but the rotating exhibits from around the world.

Bozeman embodies Montana's brand pillars, a vibrant town, just minutes from thousands of acres of spectacular, unspoiled nature. The proximity to outdoor adventure, coupled with the cultural benefits that rival urban areas make Bozeman one of the state's most sought-after destinations.

In 2019, Bozeman Yellowstone International Airport handled 1,573,860 passengers, a 17.3% increase over 2018, and the 10th consecutive year of record-breaking traffic. We now have nonstop service to twenty major markets across the United States, including daily flights to Atlanta, Georgia, the world's busiest passenger airport. The terminal is currently under a \$27 million expansion, including a 4-gate terminal, a third restaurant, more retail, an outbound baggage handling area, passenger boarding bridges, and a more extensive terminal apron to serve more planes with space for future development.

Strengths

- **Yellowstone National Park:** Bozeman sits between two of the five entrances to Yellowstone National Park, making it a great home base. In 2019, 68% of the people who stayed at least one night in Bozeman visited Yellowstone National Park (ITRR, Nonresident Travel Survey, 2019.)

- **Ease of Access:** Bozeman Yellowstone International Airport is the busiest in the state. There are 21 nonstop flights to major cities across the United States, and I-90 runs directly alongside the town.

- **Proximity to spectacular outdoors:** In 2019, the top activities visitors engaged in while here are:

Scenic Driving: 64%

Day Hiking: 47%

Wildlife Watching: 41%

Nature Photography: 35%

With six mountain ranges, three state parks, and Yellowstone, the outdoor recreation is abundant.

- **Urban vibe with a small-town feel:** Bozeman is full of entrepreneurs, students, tech-giants, farmers, and cowboys. It's an eclectic mix of interests with one thing in common, a love of the outdoors.

Opportunities

- Increase visitation from regional drive markets and Montana residents.
- Repeat visitors. 77% of visitors in 2019 said they plan to visit again within the next two years. (ITRR, Nonresident Travel Survey)
- Target direct flight markets that have performed well and have low cases of COVID-19.
- Supporting Bozeman Yellowstone International Airport and the air service through increased targeted marketing.

Potential Challenges

- Bozeman has two new hotels this year, with five more in the planning stages prior to March 15, 2020, giving us more inventory to fill.
- Keeping congestion out of Yellowstone National Park.
- Resurgence of COVID-19 in target markets and locally may lead to extended travel restrictions.
- The long-term impact COVID-19 will have on airline travel is an unknown. In 2019, 29% of visitors to Bozeman flew on a portion of their trip. (ITRR, Nonresident Travel Study 2019)
- Economic concerns due to COVID-19 and the upcoming election could raise worries about discretionary spending.
- Growth in both visitation and residents presents a challenge in maintaining infrastructure while maintaining the charm of Bozeman.
- Significant weather events such as heavy snowfall or wildfires can hinder visitation to the area.

FY21 will be a year of re-instilling travel confidence after the damaging effects of Coronavirus. Bozeman CVB has strong partnerships, including the newly formed Gallatin Valley TBID, which expands our Tourism Improvement District to be county-wide, which will include Bozeman and the surrounding area, Belgrade and Three Forks. This structure replaces our former TBID, which represented hotels only within city limits. The expanded TBID better represents our area and has more financial contributors than the Bozeman Tourism Business Improvement District was financially responsible for in the past. This partnership will allow us to maximize our use of marketing dollars and target our campaigns. This will be the first year of collections under the expanded structure.

As such, the CVB budget will fund seasonal, targeted, micro-campaigns to high quality visitors/leads farther down the funnel. Most years, we divide our budget into a 60/40 split between winter and warm season. This year, we'll adjust that to a 50/50 split to try to regain some of the losses due to COVID-19, starting with a strong focus on in-state and regional drive markets. From there, we will carefully add direct flights based on our strongest performing markets, who are also managing the COVID-19 outbreak well. Each campaign will have a unique landing page, unique creative, a defined target audience, and a specified budget. All of our media buys will be negotiated on a quarterly basis in order to remain flexible due to market situations.

The TBID will be focused on top-of-the-funnel awareness and lead generation. All of our marketing messages will feature our beautiful wide-open spaces, but all of our decision-making will take into account the safety and well-being of the community. Our numbers were substantial for January and February, if Yellowstone National Park re-opens this summer, 2020 could be salvageable from a tourism perspective.

Over the years, Bozeman CVB has been committed to the Airline Transportation Committees: partnerships with Yellowstone Country, Bozeman CVB, Big Sky CVB, Belgrade CVB, Big Sky Resort, Yellowstone Club and Lone Mountain Land Companies. This partnership has been instrumental in increasing our airline service, helping with both seat guarantees and marketing support. The majority of our contracts were completed before the outbreak of COVID-19, with the exception of the Nashville flight by Allegiance and the Sun Country flight to Minneapolis. We will continue to honor these contracts and will continue to monitor and work with Jet Blue on their flights to New York City and Boston.

Describe your destination.

Inspiration: Our social media, both paid and organic, as well as paid digital and print advertising, exposes visitors to the beauty of our area. We have also leveraged our blog content to share travel tips, things to do, where to stay and where to eat. This content will continue to be a cornerstone of our paid and organic social strategy.

Orientation: We have a strong content strategy in place, publishing an average of two blog posts per week and pushing them out through social media. This year, we will begin adding short, 48-hour itineraries to the mix to help attract regional visitors who may come for shorter periods of time. Native advertising is a robust platform for telling our story further.

Facilitation: Once people are on the site, we have numerous prompts to download the travel planner or sign up for our newsletter—those who do also self-identify their interests and go into an email queue for further information.

Optional: Include attachments here

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

In our drive markets, ND, SD, CO, UT, ID, and Spokane, WA, we will focus our messaging toward families. For direct flight markets, Seattle, Denver, Los Angeles, Minneapolis, and Nashville, we will speak to outdoor enthusiasts. Our creative showcases our wide, open spaces and focuses on interests and activities such as skiing/snowboarding, snowshoeing, hiking, fly fishing, whitewater rafting, kayaking, climbing, and visiting Yellowstone.

Film

The Bozeman CVB will collaborate with the Montana Film Office whenever possible to encourage filmmakers to bring their work to our area. The new state incentives should bring new interest and help fuel this industry.

Conferences and Meetings

With more and more hotels coming to the area, we are gaining capacity for conferences and meetings. Although it was canceled due to COVID-19, meetings the size of the National Conference on Undergrad Research (NCUR) are perfect at around 400 people. In June, the Kimpton hotel will open with another meeting room with the capacity to hold 500 people.

Sports Tournaments and Events

Working in collaboration with the Gallatin Valley Tournament Committee, we focus on statewide and regional tournaments both inside and outside of the Montana High School Association. Bozeman also draws visitors for runs such as the Bozeman Marathon, Bridger Ridge Run, and Run to the Pub. A Kenny Chesney concert is still planned for July 5, 2020, the second outdoor concert at Bobcat Stadium.

b. What are your emerging markets?

We target based on interests and behaviors including, national parks, skiing/snowboarding, hiking, fly fishing, adventure travel, camping and frequent travelers.

- Nashville, Tennessee
- Florida
- Charlotte, North Carolina
- Calgary, Canada

Optional: Include attachments here.

c. What research supports your target marketing?

Arrivalist data, Since June 1st, 2018

The arrivals per exposure (APM) metric in Arrivalist indicates a high propensity to visit Bozeman with limited exposure to advertising. We have done a great job nurturing markets outside of the state and region to grow our direct flight success, but it will be crucial that we focus more of our dollars in-state and regionally to rebuild our visitations. Another area we have been tracking is how different demographics find our website. We have found that younger travelers rely heavily on search engines while social media (Facebook, primarily), and email has become a platform for attracting older demographics. Display ads, both prospecting and retargeting, is pretty balanced as far as website visitors. We've leveraged a balance of paid media to reach different demographics where they are on the internet.

ARRIVALIST - Arrivals

Top Flight Markets by Arrival - Lifetime:

1. Denver
2. Seattle
3. San Francisco/Oakland
4. Salt Lake (could be fly or drive)
5. Los Angeles
6. New York
7. Minneapolis
8. Portland
9. Chicago
10. Washington DC.

Top Drive Markets by Arrival - Lifetime:

1. Billings
2. Salt Lake City (could be fly or drive)
3. Missoula
4. Idaho Falls
5. Spokane
6. Great Falls
7. Boise
8. Rapid City
9. Minot
10. Fargo

Top Markets by Arrival/Exposure - Lifetime

1. Glendive
2. Billings
3. Missoula
4. Great Falls
5. North Platte, NE
6. Rapid City
7. Juneau
8. Idaho Falls
9. Minot
10. Anchorage

- ITTR Nonresident Travel Study, 2019
- Destination Analysts:

“Montana Brand and Exploration Research,” October 2016

“Profile Study of the Winter Enthusiast,” February 2018

- Website traffic trends
- Organic traffic
- Bozeman CVB Email list
- Social media metrics

In FY21, our primary goals are:

- Re-instill confidence in traveling to Montana. We will focus our messaging on wide-open spaces, and the room to be active and outside.
- Focus on increasing visitation from drive markets and in-state residents.
- Strategically rebuild our direct flight traffic while keeping in mind some markets are harder hit by COVID-19 than others. The health of the market will be a factor in determining where we target our dollars.
- Increase winter visitation.

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

This year, we plan to participate in Parents magazine and Sojern, which has been successful in the past.

Optional: Include attachment here.

b. In what other types of co-ops would you like to participate? (Regions/CVBs, etc.)

The past couple of years, Yellowstone Country has offered co-ops with Trip Advisor and often various targeted print publications. These co-ops are a great way to reach an economy of scale and maximize both our budget and our exposure. The Airline Transportation Committee collaborates to promote our air service, and we will continue to do that for the contractual agreements we have in place.

c. What types of co-ops have you done in the past? Were they successful - why or why not?

In addition to the Joint Ventures listed above, we have also partnered with Bridger Bowl for ski-specific advertising in places such as United Airlines In-Flight Video, Big Sky Journal and Texas Monthly. These partnerships are evaluated on a case by case basis.

Optional: Include attachments here.

Optional: Include attachments here.

Optional: Include attachment here:

Marketing Segment, Method & Budget

| Marketing Segment | Marketing Method | Describe your method. | Provide supporting research/statistics. | How do you plan to measure success? | Provide a brief rationale for this method. | Estimated budget for method. | Marketing Method Evaluation | Add'l Atchmnt |
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| Consumer | Print Advertising | <p>In FY21 our print strategy will focus on Big Sky Journal, (along with Parent magazine, which falls under Joint Ventures.) Big Sky Journal has a loyal following with 96% of readers saying they read the publication for the lifestyle and as a way to escape to the west. Each publication reaches 60,000 readers, with an average age of 36-64. 15,000 of these readers are direct mail subscribers with an annual household income of \$320K.</p> <p>In addition, the publication can be found in the Salt Lake City, Denver, Seattle and LA airports along with the Delta Airlines Sky Clubs across the country. The</p> | <p>https://www.fipp.com/news/opinion/nearly-2020-print-publishing-still-matters</p> <p>https://www.woodwing.com/en/blog/magazine-publishing-trends-for-2019</p> <p>ITRR 2019 Nonresident Visitor Study; Travelers who spent at least one night in Bozeman.</p> | <p>Success will be measured when four issues, 60,000 copies each have been distributed on a quarterly basis.</p> <p>Each print ad will include specific messaging to visit our website to plan their trip and will include a unique URL (visitbzn.com) which will forward to the bozemancvb.com address allowing us track visitations from our print campaigns. This traffic will be compared to the timing of issue releases to evaluate the effectiveness of the publication.</p> <p>Goals:</p> <p>Website Traffic 2000</p> <p>Print Contacts 500</p> | <p>According to FIPP, a global trade association for the media content industry, print advertising accounts for a significant share of the global ad market. Print is still seen as being trustworthy and unobtrusive in a digitally saturated market. Print magazine readers are also loyal, engaged and habitual readers.</p> <p>Troy Young, president of Hearst Magazines, says, "Print is heavily edited and curated and it's like a celebration or an event that happens once a month. And there's something really wonderful about that. And it's a lean-back experience that I think gives a consumer a break from the intensity of the digital</p> | \$8,500.00 | <p>Did you meet your objective?</p> <p>Yes, we advertised in 4 issues of teh Big Sky Journal, 60,000 copies each.</p> <ul style="list-style-type: none"> • Website Traffic – 78 visits • Print Contacts - 9 <p>Was your strategy successful?</p> <p>That particular strategy of using a unique URL does not appear to have been super successful. We do see an increase in visitation around the times when new issues were published, but not a significant amount. It is definitely worth exploring some additional strategies to drive traffic from print ads.</p> <p>Will you use this method in the future?</p> <p>We will be exploring different ideas or a combination of</p> | |

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| | | content in Big Sky Journal clearly aligns with the Bozeman lifestyle with a strong focus on outdoor recreation. | | | world." In 2019, 4% (representing 53,599 visitors) to Bozeman reported using print to help plan their trip. (ITRR 2019 Nonresident Visitor Study) | | strategies to create more impact from print ads. QR codes have become much more prevalent with COVID so there is more opportunity to utilize them in print ads. | |
| Consumer | Online/Digital Advertising | <p>Our programmatic display advertising campaign is used for prospecting and retargeting new visitors, using a balance of ads reaching different demographics at varying points in their purchasing path. We use a combination of display ads, native ads and video pre-roll through partnerships with Sojern and Madden Media.</p> <p>This year, we plan to use CVB funds to run micro-campaigns targeted by geography, age and activities. Our focus will be on regional drive markets: Montana, North Dakota, South Dakota, Idaho, Wyoming, Salt Lake City, and Spokane. We will slowly add in targeted, direct-flight markets that have traditionally performed well which include Seattle, Denver, Salt Lake City and Minneapolis. We will evaluate these markets based on how well they are managing COVID-19, the amount of traffic we see from Arrivalist data and website traffic. Other markets we may consider include Los Angeles and San Francisco, which are also strong.</p> <p>All media buys will be done on a quarterly basis to maintain flexibility and ensure we can be nimble throughout the year.</p> | <p>Sojern's "The Future of Travel Advertising: The 2020 State of the Industry Report" found that in 2019, 45% of the global ad spend was on digital advertising, reinforcing that the medium provides a strong ROI. (See attached report.)</p> <p>https://www.forbes.com/sites/forbesagencycouncil/2020/01/09/15-top-marketing-trends-that-may-impact-2020/#6cc45f7d6100</p> | <p>Success will be measured by number of website referrals, along with data from Arrivalist, showing how many visitors both viewed our ads and visited the area. This year we also have access to Arrivalist's A3 platform for our area allowing us to view a sampling of all visitors and not just the ones who were tracked through our impression pixels giving us a deeper understanding of visitation origination.</p> <p>Goals: **Due to the sudden downturn in traffic due to COVID-19, we have based our goals on our 3-year averages.</p> <p>Overall Traffic 750,000 website visitors, 13% above 3-year average</p> <p>Digital Traffic 190,000 website visitors, 11% above our 3-year average</p> <p>Digital Contacts 1,700 new contacts, 20% above our 3-year average</p> | <p>Digital advertising continues to be a cost-effective channel for exposing our area to new and potential visitors. Travelers today are always online and always searching for their next trip. Having a consistent presence keeps us top of mind as they make their decisions. Digital advertising also gives us the capability of modifying as we go based on ad effectiveness, trends, seasonality and current events.</p> | \$17,500.00 | <p>Did you meet your objective?</p> <ul style="list-style-type: none"> • Overall Traffic – 758,392 visits • Digital Traffic – 119,996 visits • Digital Contacts – 1705 contacts <p>Was your strategy successful?</p> <p>Our strategy was successful in bringing visitors back to the website. Our paid digital specific campaigns fell short of our numbers but our social exceeded our expectations. We also saw slower engagement early on in FY21 and things really ramped up as we got into the spring and summer. This is true on both website traffic and the data from Arrivalist. It seems consumer confidence or comfort level with COVID was slow to come back.</p> <p>Will you use this method in the future?</p> <p>Yes, we will continue to use a mix of digital ads, display, native, video pre-roll, programmatic, etc. to build awareness, drive traffic, and drive action on our website.</p> | Digital_StateoftheIndustry2020_report_sojern_012220.pdf |

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| | | | TBID funds will focus on top of the funnel, awareness-based marketing. | | | | | |
| Consumer | Social Media | <p>Social media, both organic and paid, continues to be our biggest driver of website traffic. To date in FY20, it accounts for 29.5% of all website referrals as well as 45% of travel guide downloads. In FY21, we will be pushing more of our budget toward social media and increasing our channels by adding Pinterest boards and paid Pinterest ads along with Facebook, Twitter and Instagram.</p> <p>Trends are moving toward less noise, more relevant, meaningful content, building relationships and engagement through comments and questions and sharing User Generated Content.</p> <p>Our content strategy continues to evolve as we find clusters of topics that garner the most attention and build on those areas of interest. Social media is our main method of supporting this strategy. Our paid social also allows us nimbly test messaging and targeting in specific markets.</p> <p>Organically, we utilize the hashtag #OnlyinBozeman to gather content we share through all social channels and stories. #TravelTipTuesday offers visitors tips for making their travel experiences easier and offers local insights.</p> <p>We will continue our use of Stories on both Instagram</p> | <p>https://www.hubspot.com/state-of-marketing/social-media-trends</p> <p>https://sproutsocial.com/insights/social-media-trends/</p> <p>https://www.inc.com/amanda-pressner-kreuser/4-new-social-media-trends-you-need-to-know-for-2020.html</p> <p>https://www.searchenginejournal.com/2020-social-media-trends/342851/#close</p> <p>https://www.hubspot.com/state-of-marketing/content-marketing</p> <p>ITRR, Resident Visitors's Report, 2019 (attached)</p> | <p>In the last 3 years social media has become an increasing benefit to our success. We've measured traffic, engagement, and travel guide downloads. We've measured different messaging, different markets, different content, different imagery and different landing page experiences. Social media is our testing ground to try different things which we learn from and bring to our broader digital campaigns. Our ultimate success and decision making on social media lies in the amount of traffic and travel guide downloads.</p> <p>Goals:</p> <p>Social Traffic to website 175,000, 17% above 3-year average</p> <p>New contacts from social 3,000, 65% above 3-year average</p> | <p>In FY20 we are seeing an increased number of downloads and requests for the travel planner through social media channels. In January, 2020, we saw 1200 requests, the largest number we have seen yet.</p> <p>ITRR, non-resident visitor information study in 2019 found 14% of visitors spending at least one night in Bozeman used social media to plan their trip, and 7% used social media while on their trip.</p> <p>Social media is the most cost-effective, personalized means of engaging with our visitors and potential visitors.</p> | \$16,000.00 | <p>Did you meet your objective?</p> <ul style="list-style-type: none"> • Social Traffic – 221,259 visits • Social Contacts - 1595 <p>Was your strategy successful?</p> <p>Very successful on driving traffic, but our new contact numbers didn't reach our expectation. One thing we've identified in our social strategy is that whenever we drive people to our Travel Guide landing page, we get an instant spike in new contacts but a high bounce rate. When we drive people engaging content, we get great engagement but not as many Travel Guide downloads. So, we try to vary our approach to get the best of both objectives.</p> <p>Also, in FY21, we really leaned on social hard at the beginning of the year when we weren't getting as much traffic from digital ads or search engine. As our search engine traffic started to grow substantially, we weren't as dependent on social to drive traffic. Which also fit our budget as we focus more of our budget in the winter to grow visitation that time of year.</p> <p>Will you use this method in the future?</p> <p>Yes, social media has been a huge driver for use and continues to be one of our strengths. Our audiences have been shifting on each</p> | 486570612.0.17641400.1587404467.pdf |

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| | | and Facebook. An article in Inc., "4 New Social Media Trends You Need to Know for 2020," notes that 1/3 of the most-watched stories are from brands. | | | | | platform, but we've tried to adapt and explore new social platforms and strategies to continue to evolve our approach. |
| Consumer | Opportunity Marketing | <p>Our opportunity marketing budget is an allocation to be able to leverage unforeseen partnerships and opportunities as they arise. This budget allocation gives us the ability to be agile and add in promotions based on time and circumstance. All partnerships are evaluated to ensure they are consistent with our overarching goals.</p> <p>Due to unforeseen circumstances due to COVID-19, we have increased this budget from prior years in order to remain nimble as we progress through the year.</p> | https://opentextbc.ca/projectmanagement/chapter/chapter-12-budget-planning-project-management/ | <p>Success is defined by supporting Voices of Montana Tourism.</p> | <p>Contingency reserves are a standard part of the budgeting process. Throughout the year, vendors and other travel partners present opportunities and ideas that may be time-sensitive. This budget allows us to participate as needed.</p> | \$10,000.00 | <p>Our FY21 Opportunity Marketing funds were used to support Voices of Montana Tourism (Voices), a non-profit group focused on education and outreach to share the story about the immense value of tourism in Montana. Through media relations, community presentations and business outreach, Voices educates the public to increase understanding and support for tourism.</p> <p>Did you meet your objective? Yes, as Montana was inundated with visitors in FY21, Voices was even more important to combat public perceptions related to influx of visitors.</p> <p>Was this strategy successful? Yes. Between July 1, 2020, and June 30, 2021, Voices:</p> <ul style="list-style-type: none"> Utilized digital media to communicate industry updates and events to stakeholder group of 460. Also maintained social media channels across Facebook and Twitter. Hosted 8 community business education roundtables bringing together business leaders and policy makers. Starting in |

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| | | | | | | | <p>early 2021, hosted weekly outreach and education meetings bringing together over 100 partners.</p> <ul style="list-style-type: none"> • Provided educational programs illustrating the value of the visitor upon request. <p>As a partner, the Bozeman CVB also has a presence and a link on the Voices of Montana Tourism website.</p> <p>Will you continue to use this method in the future? Yes, we will continue to support Voices as it is an effective and efficient means of outreach, partner support and advocacy for tourism in Montana.</p> |
| | | <p>Join Ventures have become the bulk of our marketing mix and consist of three main partnerships: MTOTBD Joint Venture program, Yellowstone Country regional partner cooperatives, and the Airline Transportation Committees: partnerships with Yellowstone Country, Bozeman CVB, Big Sky CVB, Belgrade CVB, Big Sky Resort, Yellowstone Club and Lone Mountain Land Companies.</p> <p>This year, we are funneling a greater percentage of our</p> | <p>https://jgdb.com/business/marketing/marketing-</p> | <p>Success will be determined by supporting Joint Ventures projects with the Air</p> | <p>Joint Ventures provide an economy of scale, allowing us to gain broader exposure</p> | <p>Did you meet your objective? Visits to Website – No, without the State's JV program and reduced offerings from Yellowstone Country, we were unable to drive the traffic we were hoping to. Airline Marketing – Yes, through are partnership with the Bozeman/Gallatin Valley TBID and the Airline Marketing Group, we have had a very successful year in attracting new flights and filling those flights with visitors. With the addition of Southwest Airlines and numerous added flights from existing carriers, FY21 was a great year for airline marketing in Bozeman.</p> <p>Was your strategy successful? Our airline marketing partnership has been very successful and a great use of JV dollars. It's hard to deny the impact those funds have had</p> | |

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| Consumer | Joint Ventures | <p>marketing dollars to these programs. We will be participating in the Sojern and Parent Magazines through MTOTBD, Trip Advisor and any potential print co-ops with Yellowstone Country, and the Airline Transporation Committee has negotiated contracts to support the Allegiance flight to Nashville and Sun Country to Minneapolis. We will also continue to monitor and work with Jet Blue on their flights to Boston and New York City.</p> | <p>strategy/cooperative-marketing-an-inexpensive-marketing-technique-benefits-peculiarities-examples</p> | <p>Transportation Committee. Airline marketing success will be determined by flight numbers being enough to sustain the direct flights.</p> | <p>at a smaller expense. These partnerships also build on one another, giving our area broader brand recognition.</p> | <p>\$70,000.00</p> | <p>on growing our airport traffic and out of state visitation.</p> <p>FY21 presented a significant challenge with our other JV strategies because the opportunities were very limited. We ended trying to find other ways to spend those funds in areas where we were seeing success, like social media.</p> <p>Will you use this method in the future? Yes, we will always try and take advantage of joint venture programs to expand our dollars and make a bigger impact. On the airline marketing we have pretty much attracted all of the major airlines to Bozeman at this point, so now our strategy shifts to maintaining certain routes or making sure we can fill seats on existing airlines. The approach will evolve but the use of JV funds for airline marketing will remain.</p> | |
| | | <p>For the past few years, we have seen strong results from our ppc advertising.</p> | | <p>Success will be determined when our website traffic is back to a normal average. We have seen consistent growth year</p> | <p>PPC still remains an important part</p> | | <p>Did you meet your objective? <ul style="list-style-type: none"> • Organic traffic – 149,387 visits • Search engine contacts – 1507 contacts <p>Was your strategy successful? On webpage marketing we have a two-pronged strategy of paid SEM or PPC and content marketing which grows our organic SEO. Over the years we've seen our cost-per-click numbers increase which decreases our overall effectiveness of our PPC campaigns. We spend more and get less, due to increased competition.</p> <p>On the organic search side, we saw</p> </p> | |

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| Consumer | Webpage Marketing/SEO/SEM | However, recently, we have seen the cpc going up (a national trend) with declining traffic. In FY19, we saw 52,319 visits from ppc. FY20 FYTD, we have 19,779 visits from ppc. Therefore, we are slightly decreasing this budget and re-allocating it to Joint Ventures. | https://www.singlegrain.com/pay-per-click-2/ppc-trends-2020/ https://www.thedrum.com/opinion/2020/01/07/ppc-trends-look-out-2020 | <p>over year, and with the sudden drop due to COVID-19, we are basing our goals off of our three year average.</p> <p>Goals:</p> <p>Organic Traffic 175,000, 17% above our 3-year average</p> <p>Search Engine Contacts 2,000, 20% above our 3-year average</p> | <p>of our marketing mix. We have stayed ahead of the curve with automation in bidding, and consistently conducting A/B testing to ensure our dollars are being spent most efficiently.</p> | \$13,000.00 | <p>our rankings slowly dropping in the last year, so we have been making some concerted changes to how we promote content and develop our on-page SEO. In FY21 those efforts paid off our rankings and traffic came back. Organic traffic came roaring back at record levels in the Summer.</p> <p>Will you use this method in the future?</p> <p>Yes, through years of consistent content publishing, we've been able to target and own certain keywords that drive a lot of search engine traffic. This has been a staple of our success and also fuels our social media strategies. Utilizing SEM allows us to identify search trends and additional topics to build content around while targeting keywords we don't rank as well for. This two-pronged approach seems to complement each other very nicely.</p> | |
| Marketing Support | TAC/Governor's Conference meetings | Budget allocation for travel and lodging to quarterly Tourism Advisory Council Meetings and the annual Governor's Conference on tourism. | https://www.talundo.com/blog/5-reasons-to-attend-a-conference-in-your-field https://www.forbes.com/sites/forbesagencycouncil/2019/03/15/are-industry-conferences-worth-attending-or-exhibiting/#1d75e19f6fda | <p>This allocation will be successful through the attendance of all meetings and conference, staying within the allocated budget. Goal is to bring back two ideas to implement in our own FY22 strategy.</p> | <p>Attending the TAC meetings per state regulations, along with the Governor's Conference keeps us informed of statewide marketing efforts, trends and challenges, offers unique ideas, perspectives and partnerships and provides excellent networking opportunities with other tourism stakeholders.</p> | \$1,000.00 | <p>Did you meet your objective?</p> <p>Yes, while travel funds were not needed, we still attended virtual TAC meetings.</p> <p>Was your strategy successful?</p> <p>Yes, we were able to attend the meetings virtually without utilizing the budget.</p> <p>Will you us this strategy again?</p> <p>Yes, once meetings return to in-person, we will need a travel allocation to attend.</p> | |
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| Marketing Support | Digital Asset Management/Aquisition | Budget allocation for storing multi-media files such as photos, video and database contacts. | https://blog.hubspot.com/sales/sales-asset-management | Success is determined by maintaining all of our assets in one organized area, creating efficiencies in managing a number of different campaigns. | Our multi-channel approach involves a rich library of media which, along with storage of our database contacts, requires extra file storage. | \$500.00 | <p>Was your strategy successful? No.</p> <p>Will you use this method in the future? In FY22 we are exploring tools that will allow visitors or meeting hosts to access our digital assets in a secure location. In the past we've utilized a Dropbox folder that is shared upon request. By using a service to manage these assets, this will streamline our approach and maintain all sets in a secure manner.</p> | |
| Marketing Support | Marketing Plan Development | Budget allocation for agency services in developing the FY22 Marketing Plan. | <p>Why Do I Need a Marketing Plan?</p> <p>https://www.business.gov.au/planning/marketing-plans/why-do-i-need-a-marketing-plan</p> | Marketing plan approved by TAC and successfully executed in FY22. | Our marketing and advertising is contracted to an outside agency and freelance contractors. Without a paid staff member to oversee the creation of the marketing plan, we invest in outside services to ensure a consistent and cohesive plan. Over the years, this consistency has allowed us to continuously monitor, track, evaluate and adjust our marketing based on what has been effective in the past, while layering on new trends and opportunities. | \$5,500.00 | <p>Did you meet your objective? Yes, the FY22 Marketing Plan was approved by the TAC and is currently in place.</p> <p>Was your strategy successful? Yes, building off of our successes and altering areas that needed to be reformed, we were able to effectively plan for our FY22 marketing.</p> <p>Will you continue to use this strategy? Yes, rather than have someone on staff who handles this, we utilize contracted services to formulate our plan each year.</p> | |
| | | | | Based on past year's | <p>Printed travel guides are still popular with our visitors.</p> <p>In FY19 we distributed 55,000 guides via mail and distribution to regional CVB's in MT, WY SD, ND, and ID. In addition, we distribute to:</p> <ul style="list-style-type: none"> • 30 hotels in | | <p>Did you meet your objective? In FY21, we printed 60,000 copies of our travel guide, and distributed all of them through Visitor Information Centers, the Bozeman Area Chamber of Commerce, relocation and visitor</p> | |

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| Marketing Support | Fulfillment/Telemarketing/Call Center | Fulfillment costs for mailing Visitor and Relocation Guides. Allocation includes postage and wages. | <p>https://www.forbes.com/sites/garystoller/2018/02/20/so-you-thought-travel-guidebooks-were-dead-guess-again/#3dc5fb385810</p> <p>https://www.telegraph.co.uk/travel/comment/travel-guidebook-here-to-stay/</p> | distribution, we can project the number of guides to be mailed out. While we promote electronic downloads of the guide, many people still prefer the printed publication. Our success is measured by accurately estimating the number of guides we need to print, not being left with too many, or running short before the next print date. | <ul style="list-style-type: none"> Bozeman VIC at Airport MT State Rest Area on 19th Ave Bozeman Chamber VIC Downtown Bozeman VIC <p>Our electronic downloads totalled 16,490 with 3,447 requests for mailed copies.</p> <p>In FY20, we increased that total to 60,000 copies based on increased requests from travelers and other tourism partners.</p> | \$15,000.00 | <p>requests, member businesses, hotels and motels and the South 19th rest area.</p> <p>Was your strategy successful? Yes, our travel guide continues to be widely requested. This year, the number mailed was up 31% over projected postage costs.</p> <p>Will you use this strategy again? Yes, we will continue to print our travel and relocation guide, with a higher budget for postage costs.</p> | |
| Marketing Support | Administration | The administration budget includes the overall costs of doing business including, wages, office use, equipment purchases, and other supplies. | <p>https://smallbusiness.chron.com/percentage-budget-should-administration-10342.html</p> <p>https://www.investopedia.com/terms/a/administrative-budget.asp</p> | Success is measured through keeping our allocation of our CVB administrative fees at or below 20% of the total CVB budget. | The Bozeman CVB manages several Visitor Information Centers with staffing and materials to educate our visitors when they get to our area. These personal touchpoints serve as a way to educate visitors of all there is to do, keeping them in our area longer and helping them have a rich experience while they are here. | \$40,000.00 | <p>Did you meet your objective? Yes, our administrative tasks were budgeted accurately, and we were able to stay within budget.</p> <p>Was your strategy successful? Yes, we were able to effectively budget for and keep our administration costs below 20% of our budget.</p> <p>Will you use this strategy again? Yes, we will continue to keep our administrative costs at or below 20% of the total budget.</p> | |
| Marketing Support | Website/Internet Development/Updates | Budget allocation for website maintenance and updates. | <p>https://www.3mediaweb.com/blog/effective-website-maintenance/</p> <p>https://fingerprinthmarketing.com/website-maintenance/</p> | Success is measured by site accuracy, functionality, and relevant content. | Keeping a website up to date, secure and relevant is vital for any business. For tourism entities, the website is one of the main tools to introduce, inform and move people through the trip planning process. | \$500.00 | <p>Did you achieve your objective? Yes, this money was for a quarterly refresh on the website, adding and subtracting member business listings and ensuring links work.</p> <p>Was your strategy successful? Yes, websites need ongoing maintenance to ensure they are accurate and functional.</p> <p>Will you use this strategy again? Yes, we will continue to contract for this service.</p> | |

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| Publicity | Fam Trips | <p>Each year we partner with MTOTBD, Yellowstone Country, and neighboring tourism regions to host FAM tours to our area. These tours are generally a mix of traditional journalists, bloggers, and social media influencers and are designed to have the participants engage in various activities throughout the area. These trips also provide a great way to build our photo and video library.</p> | <p>https://www.socialmediatoday.com/news/4-influencer-marketing-trends-that-will-dominate-in-2020-infographic/570703/</p> <p>https://www.bigcommerce.com/blog/influencer-marketing-statistics/#conclusion</p> <p>Social Media Trends for 2020, Talkwalker and HubSpot. (See attached).</p> | <p>Success will be measured by articles, social media exposure and blogs written throughout the year.</p> | <p>Consumers are relying more and more on reviews and recommendations from family, friends and influencers versus broad based marketing efforts. Earned media as well as influencer marketing gives visitors a first-person account of what it's like to travel here, lending a credibility not always present in display advertising.</p> | \$3,000.00 | <p>Did you achieve your objective? Yes, this year, we put money into a FAM tour for Southwest Airlines to tour Bozeman, Big Sky and Belgrade and visit several key businesses.</p> <p>Was your strategy successful? Yes, sixteen days after the tour Southwest Airlines signed the contract to fly in and out of Bozeman.</p> <p>Will you use this strategy again? Yes. Familiarization tours are one of the most effective ways to show people the beauty and value of our area as a destination.</p> | SMT2020-A5-Booklet-v09(1).pdf |
| Research | Contracted Services | <p>The Bozeman CVB, in cooperation with the Gallatin Valley TBID and the Airline Transportation Committee plan to contract research services to better understand the best way to position Bozeman in our marketing. With the growth of the airport, we want a clear understanding of where people are coming from, what are the driving factors bringing them here, and how we can best leverage our area as a whole.</p> <p>With the newly expanded Gallatin Valley TBID and the increased number of both hotels and visitors, this is an ideal time to take the pulse of our visitors to make sure we are making the most efficient use of our marketing funds. Research also gives us insight into our competitors and provides a road map for a growth strategy.</p> | <p>https://bizfluent.com/about-6588545-importance-tourism-research.html</p> | <p>Hire research company, develop methodology and begin research.</p> | <p>Successfully completing a study and using the recommendations to successfully inform our individual and cooperative marketing strategies. Implementation could begin in late FY21.</p> | \$34,424.00 | <p>Did you achieve your objective? Yes, in FY21, we contracted with Destination Analysts to conduct a Bozeman Consumer Sentiment Research Study. Results were presented in June 2021.</p> <p>Was your strategy successful? Yes, the research gave us in-depth ideas for messaging and targeting. The study found that while beautiful scenery and the outdoors were top associations of Bozeman, many respondents also noted, "nothing," when asked the question. This tells us there is room to familiarize people with the brand, including local dining, ease of access, affordability, a welcoming atmosphere, and iconic attractions. This research reinforced our understanding of our audiences while identifying some opportunities we can explore to strengthen our position compared to similar destinations.</p> | |

| Description | File Name | File Size |
|-------------------------|-----------------------------|-----------|
| BZN CVB_FY21_Pie Charts | FY21 - Budget Breakout.xlsx | 26 KB |

Reg/CVB Required Documents

| Description | File Name | File Size |
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| Bozeman CVB_FY21_Required Documents | BZN CVB_FY21_RequiredDocuments.pdf | 2.5 MB |

