



### Grant Details

#### 108656 - FY22 Region/CVB Marketing Plan

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113961 - Bozeman CVB FY22 Marketing Plan

DOC Office of Tourism

**Grant Title:** Bozeman CVB FY22 Marketing Plan  
**Grant Number:** 22-51-013  
**Grant Status:** Underway  
**Comments:**  
**Applicant Organization:** Bozeman Area Chamber of Commerce  
**Grantee Contact:** Daryl Schliem  
**Award Year:** FY22  
**Program Area:** DOC Office of Tourism

**Amounts:**

<b>Contract Dates:</b>	Contract Sent		Contract Received		Contract Executed
<b>Project Dates:</b>	06/16/2021 Proposal Date	07/01/2021 Project Start		06/30/2022 Project End	

**Grant Administrator:** Barb Sanem  
**Contract Number** 22-51-013  
**Award Year** FY22

**Contract Dates**

Contract Sent	Contract Received	Contract Executed	Contract Legal
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**Project Dates** 07/01/2021  
 06/30/2022

Project Start      Project End

**Comments**

**Amendment Comments**

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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?*

Bozeman, Montana is an outdoor lover's dream. Located between two entrances to Yellowstone National Park, two major ski areas, Bridger Bowl and Big Sky Resort, six mountain ranges, and four major rivers, the opportunities are endless. A vibrant college town, Bozeman's dining, shopping and entertainment sectors are thriving. It's close proximity to the outdoors makes it easy to adventure by day, and still be able to enjoy the bustling nightlife in the evening.

#### **Visitor Characteristics:**

The 2020 ITRR Quarterly Nonresident Visitation Study, outlines Visitor Characteristics of Gallatin County:

- 17% all first-time visitors, 70% repeat visitors, and 86% plan to return within 2 years.
- 61% of the people said their primary reason for the trip was vacation, 31% were visiting friends or family.
- If on vacation, they were attracted to Montana because: Yellowstone National Park, ski/snowboarding, mountains/forests, open space/uncrowded areas.
- Top activities: Scenic driving, day hiking, wildlife watching, nature photography, visiting local breweries, recreational shopping, car/RV camping, skiing/snowboarding, visiting other historical sites, fishing/fly fishing and bicycling.
- Top states of residency: MN, CA, WA, ID, ND, UT, TX, CO, WI, WY
- Average age 54, median age 56
- 55% have a household income over \$100,000, with 17% of those making \$200K or greater

#### **Expenditures:**

In 2020, nonresident expenditures for Gallatin County totaled \$948,971,000. (ITRR 2020 Nonresident Travel Survey) Of this, the largest percentage was spent on restaurants and bars followed by outfitters and guides, gas, hotels, licenses and fees, auto rental and retail.

In 2021, Bozeman, Montana, ranked #1 for the fourth year in a row for having the strongest local micropolitan economy in the nation. This "economic strength" is evaluated based on a long-term tendency for an area to consistently grow in size and quality. (Polycom Corporation, 2021 Economic Strength Ratings.)

This growth and vitality are contributing to an increased interest in Bozeman as a vacation destination. Since the start of COVID-19 last March, the Bozeman Yellowstone International Airport has made twelve announcements of new or increased air service to Bozeman. There are currently 30 nonstop flights to major cities in twenty states across the country, serviced by all major airlines. This increase accounts for 50% more flights than in the summer of 2019. If bookings fall into line with airline optimism, it could be a record year for air travel to Bozeman, and a record recovery for the airport.

Nationally, in 2020, passengers on all 2020 U.S.-based flights were down 62% from 2019. In July 2019, the airport had a record seat count of 108,000. July 2021 seat count numbers will exceed 180,000.

This accessibility poises the airport to become a regional hub.

Bozeman is seeing strong numbers from people in regional drive markets; Spokane, Boise, Cheyenne and the Dakotas are all strong.

Our hotel inventory continues to grow. With the opening of the Kimpton Armory Hotel in 2020, our current room count is 2459. In 2021, two new hotels, AC Marriot Bozeman and Bozeman Residence Inn are scheduled to open. In 2022, Hampton Inn Suites, Airport Plaza Hotel (Belgrade) and Mitchell Development (a new brand) are slated to open, and in 2023, two new hotels on Baxter Lane, plus the City Center Boutique Hotel are planned. This would bring the total number of rooms to 3285. Hotels have been running at 85% of 2019 record numbers, however March is pointing to 105% or higher, compared to 2019. Pricing is off by 10-15% but rebounding. Occupancy rates in January and February 2021 were at 90%.

#### **BOZEMAN'S STRENGTHS**

- Proximity to Yellowstone National Park. Yellowstone was the second most visited national park in 2020 with 3.8 million visitors.
- World-class skiing at Bridger Bowl and Big Sky Resort.
- Ease of access: 30 nonstop flights in 20 states, 10 airlines, I-90 access.
- Vast amount of outdoor recreation. Destination Analysts DMO Website Importance Study, January 2020, found 66.7% of Bozeman CVB website visitors were searching for Outdoor Recreational Activities.
- Vibrant college town with a strong economy.
- Museum of the Rockies, Gallatin History Museum, American Computer and Robotics Museum.
- Several State Parks and Historical Sites are within driving distance: Missouri Headwaters State Park, Madison Buffalo Jump, Virginia and Nevada Cities, Lewis and Clark Caverns.
- Growing Nordic Skiing opportunities: Crosscut Mountain Sports Center and Bridger Ski Foundation provide multiple groomed trails.
- Montana State University
- Community partnerships between the Bozeman CVB, Yellowstone Country, Visit Big Sky, Big Sky Resort, Yellowstone Club, Montana State University, Gallatin County TBID, and the Bozeman Area Chamber of Commerce working to increase both tourism and business development.

#### **OPPORTUNITIES**

- Bozeman Yellowstone International on the cusp of becoming a regional airport.
- Residual travel potential from friends and family visiting the growing population. 31% of visitors came to visit friends or family in 2020. (ITRR Nonresident Visitors Study, 2020)
- Pent up demand for international travel.
- Advancing Hospitality and Culinary Programs at Montana State University and Gallatin College.

- Possible hotel training center through MSU in the future.
- Increased visitation from regional and drive markets.
- Opportunity to increase winter visitation. 16% of visitors came to ski or snowboard in 2019. (ITRR Nonresident Visitors Study, 2020)
- Repeat visitors. In 2020, 70% of visitors were repeat, and 86% of visitors planned to return within 2 years. (ITRR Nonresident Visitors Study, 2020)
- Destination meetings. Bozeman is a sought-after meeting location and increased air service opens up new markets.
- Branding refresh. Evaluating current brand and positioning based on changes in the market.
- Travel trends showing an increase in interest to travel to less congested places with a lot of outdoor recreation. (Adara, Traveler Trends Tracker, 2021.)
- Impact of Southwest Airlines. The airline anticipates that beginning the second year of service, Bozeman will see an impact of 500 hotel rooms per day.
- Economic development partnerships for tourism events.
- Capitalize on the popularity of the TV show Yellowstone.
- People looking to flee metropolitan areas due to COVID.
- Two new event/music venues have completed construction since the pandemic began but have yet to reopen at full capacity. (The Armory & The Elm).

#### **POTENTIAL CHALLENGES**

- Workforce challenges such as housing, childcare and transportation.
- Congestion in Yellowstone National Park during the summer months.
- Growing local sentiment resisting increased visitation and population growth.
- Maintaining infrastructure with increased pressure.
- Significant weather events such as poor snow or increased wildfires.
- Lack of larger meeting spaces.
- Further spikes of COVID cases.

#### **MONTANA BRAND PILLARS**

##### **SPECTACULAR, UNSPOILED NATURE**

Surrounded by six mountain ranges, four prominent rivers, three state parks and two of Yellowstone National Park's entrances, Bozeman has long been sought out by mountaineers.

##### **BREATHTAKING EXPERIENCES BY DAY, RELAXING HOSPITALITY AT NIGHT**

Bozeman's proximity to outdoor adventure makes it an ideal destination for those who want to adventure by day but enjoy the amenities of an urban environment at night. Bozeman is full of restaurants, retail, art galleries and entertainment venues featuring live music, theater, film and dance. The Montana Brand Exploration Study, 2016, noted that among travelers that are most excited about Montana, 30.8% still strongly prefer an urban experience. This presents an opportunity to capture these travelers.

##### **VIBRANT CHARMING SMALL TOWNS THAT SERVE AS GATEWAYS**

With the energy of a college town, a growing tech industry, easy access, and a strong economy, Bozeman enjoys the amenities of an urban area, while maintaining the feel of a small town.

#### **Describe your destination.**

##### **Inspiration**

Our marketing campaigns all highlight the spectacular beauty and endless opportunities for recreation. We have segmented our campaigns into regional and national, focusing the creative of our regional campaign on road trips, and our national campaign is targeted specifically to direct flight markets. We are currently updating our brand, website, logo and creative assets based on on-going research about our visitors.

Throughout the last year imagery and messaging played a huge role in effectively yet sensitively inspiring travel. Images of wide-open spaces with few people have been and will continue to be utilized as we come out of the pandemic. Empathetic undertones and "ready when you are" messaging have also been a great way to prioritize health and safety while still inspiring visitation. Those components will continue to be a part of our strategy moving forward.

Marketing methods in this phase include paid and organic social media, digital marketing campaigns, email marketing, website marketing, SEO/SEM, print advertising, joint ventures, media outreach and press trips.

##### **Orientation and Facilitation**

Our blogs, posted twice per week, are focused on giving people more specific trip planning information. Email newsletters keep Bozeman top of mind, along with native advertising, our Travel and Relocation Guide, and visitor's centers in the airport and in the Bozeman Chamber of Commerce.

Paired with a successful prospecting strategy, our retargeted plan will bring people back to the site by encouraging lodging bookings by pushing people to the lodging section on the site. As we continue to nurture and grow website visitation in markets throughout the country, we can hit them with retargeting ads or with follow-up emails reminding them to book early.

Working in conjunction with the TBID and Bozeman Area Chamber of Commerce, we are able to pass off leads for individual businesses as well as tournaments, conventions and meetings.

**Optional: Include attachments here**

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

**GEOGRAPHIC TARGETS**

In FY22, our geographic target markets will be broken into regional and national campaigns.

**Regionally:**

The state of Montana along with the following emerging regional markets; Spokane, Idaho Falls, Bismarck, Sioux Falls, Cheyenne, Billings, and Missoula.

**Nationally:**

Direct flight markets, with a strong focus on the following new markets, San Diego, Nashville, Charlotte, Oakland/San Francisco, Philadelphia, and Detroit. Will continue to market to Las Vegas, Seattle, Denver, Dallas, New York City, Minneapolis, Chicago and Salt Lake City.

**Emerging Markets:**

Washington D.C., Austin, TX

**DEMOGRAPHIC AND PSYCHOGRAPHIC TARGETS**

**Outdoor Adventure Seekers:** People showing an interest in skiing/snowboarding, national parks, hiking, fly fishing, adventure travel and camping. These outdoor-oriented travelers are high potential visitors. (Montana Brand Exploration Study, 2016.)

**Western Culture Seekers:** Western culture has broad appeal. Outfitters and guides accounted for the second-highest expenditure in Gallatin County in 2019, with spending reaching almost \$150,000,000. (ITRR Nonresident Visitor Expenditures by Location, Gallatin County.) The television show Yellowstone has increased awareness of the area and added to this demographic.

**Winter Enthusiasts:** With two alpine ski areas, a plethora of Nordic and snowshoe trails, plus vast snowmobiling terrain, Bozeman is an ideal fit for the winter enthusiast, particularly those with a high interest in cold season activities. (Montana Brand Exploration Study, 2016.)

**Families:** Findings from Destination Analysts Montana Brand Exploration Survey, 2016, identified Family Travelers as a high-value segment indicating that they index high on outdoor psychographics, have high incomes and would expect to spend more and stay longer in the state than other travelers.

**Older Couples w/ No Kids:** A segment we continue to see emerging is the over 55 married couple. This segment has a more flexible schedule, more disposable income and an appetite for adventure. They still seek the ease of travel and the comforts they've come to expect in larger markets, but they are drawn to National Parks as bucket list destinations, including Yellowstone.

**OTHER TARGET MARKETS**

**Film:** With state incentives working to encourage filmmakers to bring their work to Montana, we welcome the opportunity to collaborate with the Montana Film Office whenever possible. With a recent announcement of a new TV series, "Bozeman," focused on the founding of the town, there may be opportunity to work with the production team when filming begins.

**Conferences and Meetings:** As our hotels continue to expand, we are gaining capacity for conferences and meetings. The Kimpton Armory Hotel opened this year with a meeting room of 500 people. However, COVID-19 protocols are only allowing 50% capacity, so while we are seeing small conferences return, it is difficult to attract bigger conferences. We are seeing interest come back slowly but surely, mainly from the local area, but are starting to get more requests from out of state now that the mask mandate has been lifted.

**Sports Tournaments and Events:** Working in collaboration with the Gallatin Valley Tournament Committee, and the Gallatin Valley TBID, we are focusing on statewide and regional tournaments both inside and outside of the Montana High School Association. We currently are hosting: Class C Golf-Bozeman, May 17-18, 2021. Class A Softball-Belgrade, May 27-29, 2021 and we are working on the following tournaments to bring to Belgrade or Bozeman: State All Class Volleyball-MSU, November 11-13, 2021, AA Wrestling Divisional-Bozeman, February 4-5, 2022, AA Basketball Divisional-Belgrade, March 7-9, 2022, AA-C State Basketball, March 10-12, 2022, Softball Divisional-Bozeman, May 19-21, 2022, AA Track & Field Divisional-Belgrade, May 20-21, 2022, State AA Softball-Belgrade, May 26-28, 2022. We are also working with Bozeman Blitz on bringing a major event to Bozeman this fall.

**Tour Groups:** This year, we will mainly focus on domestic tour groups, attending IPW in September and IMEX in November. A conservative estimate to begin talking to international groups would be fall, 2021.

*b. What are your emerging markets?*

Entertainment Seekers: Prior to COVID-19, Bozeman had a thriving and growing entertainment scene. The Rialto, Brick Breeden Fieldhouse, Ellen Theatre, Emerson Cultural Center and Willson Auditorium all bring in top notch national, regional and local music, theater, dance and comedy. The Elm, a new music venue is slated to open this year, bringing in even more talent. As COVID measures open up, we will evaluate adding this to the marketing mix. With two new venues completing constructing during the pandemic, there will be increased opportunity to bring in shows once restrictions lift.

International Travelers: While international travel has yet to really open up, it is critical we have flexibility to make marketing adjustments as this market changes.

**Optional: Include attachments here.**

*c. What research supports your target marketing?*

- ITRR, Non-resident Travel Study, 2020  
Destination Analysts:
- "Montana Brand and Exploration Research," October 2016  
"Profile Study of the Winter Enthusiast," February 2018
- Arrivalist
- Origin markets
- Points of interest
- Visitor demographic
- Drive market arrival
- Adara, Traveler Trends Tracker, 2021
- Bozeman Yellowstone International Airport Data
- Website Traffic Trends
- Organic Traffic
- Bozeman CVB Email List
- Social Media Metrics

**Goals:**

1. Capitalize on the popularity of Bozeman and the increased airline capacity by bringing more national visitors to Bozeman.
2. Increase earned media, publication articles and blogs, about Bozeman.
3. Safely and successfully bring events back to Bozeman, concerts/shows, sporting events, tournaments, business meetings, etc.
4. Safely and successfully bring back group travel to Bozeman and Yellowstone.
5. Continue to nurture & grow regional visitors within the state of Montana as well as regional opportunity markets.
6. Increase contact database through travel guide downloads.
7. Enhance our email marketing to existing contacts through automation.
8. Complete our audience research to better understand who is visiting Bozeman.
9. Identify additional, local Co/Op opportunities outside state Joint Ventures.

**Objectives:**

1. Increase hotel stays & collections back to FY20 levels or slightly higher.
2. Increase overall website traffic back to FY20 levels or higher (825K sessions).
3. Improve organic search engine traffic back to FY20 levels (189K sessions).
4. Improve travel guide downloads to FY20 levels (5500 new contacts).
5. Define specific target audiences through current research (3-5 audiences)

6. Complete 1 media/press trip in conjunction with Yellowstone Country to promote Southwest Airlines and the Bozeman area.

**COVID-19 Update:**

In FY21, due to COVID-19, we kept our media buys flexible, which allowed us to switch gears as the summer went on. This year, we plan to stay the course, remaining agile to shift dollars depending on pandemic conditions, international travel, and local visitation.

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

In the past, we have seen a lot of success with our MTOT co-ops. We will allocate funds, and when MTOT co-op programs come available in FY22, will evaluate the opportunities based on the program, and our budget.

**Optional: Include attachment here.**

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

Co-ops are a great way to achieve an economy of scale and maximize our budget. We work closely with Yellowstone Country, Glacier Country and Bridger Bowl on cooperative advertising programs.

The airline Transportation Committee, a partnership between Bozeman CVB, Yellowstone Country, Big Sky Resort, Yellowstone Club and Visit Big Sky has been working closely for several years. This year, we plan to disperse our funds to assist all airlines on a case-by-case basis.

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

In addition to those listed above, past co-ops have included United Airlines & Alaska Airlines In-Flight Video with Bridger Bowl.

We are also exploring opportunities with local businesses to attract influencers to our market. As they bring opportunities to our attention, we are evaluating them to better understand how we can contribute to the success of the visit and ensuing media.

**Optional: Include attachments here.**

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**Optional: Include attachment here:**

***Marketing Segment, Method & Budget***

Marketing Segment	Marketing Method	Describe your method.	Provide supporting research/statistics.	Describe the quantifiable measurements for success including	Estimated budget for method.	Marketing Method Evaluation	Add'l Attchmnt
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				Regulations requirements.			
Consumer	Opportunity Marketing	<p>Allocation of funds for unforeseen opportunities that may arise throughout the fiscal year in public or private partnerships which align with our overall goals and target markets. These funds allow us to be agile and take advantage of time-sensitive opportunities that enhance the overall marketing plan.</p>	<p>Contingency funds provide peace of mind to take advantage of opportunities or address challenges as they arise. It allows an organization to be agile and proactive as circumstances change or arise.</p> <p><a href="https://hbr.org/2020/08/an-agile-approach-to-budgeting-for-uncertain-times">https://hbr.org/2020/08/an-agile-approach-to-budgeting-for-uncertain-times</a></p>	<p>Our goal is to fund one research project with a downpayment for a 2-year project. Secondly, to continue to support the Voices of Montana Tourism organization both financially and collaboratively.</p>	\$15,000.00	<p>A) We met our objectives in that we had funds available to invest in two important, long-term projects that will help us make informed decisions about our DMO going forward.</p> <p>B) Our strategy was successful.</p> <p>C) We will utilize this method again.</p> <p>Our opportunity funds were used toward a down payment on a large-scale research project combining FY22 and FY23 funds. The research will be completed in FY23. It also included an annual contribution to Voices of Montana Tourism which is an integral part of educating our constituents about the importance of tourism in Montana.</p> <p>Both investments will assist us in our long-term planning for promoting tourism and managing it</p>	

		<p>8 in 10 (86%) of U.S. adults get their news from digital devices, and when asked what platform they prefer, 52% of Americans prefer digital. (Pew Research, Fact Tank, January 12, 2021)</p> <p>Inspiration continues to play an important role in driving travel decisions. Madden Media reports "Partners who are providing vacation inspiration are seeing stronger results than those investing primarily in conversion tactics."</p> <p>Throughout FY21, we have emphasized empathetic undertones such as "We're ready when you are," with messages prioritizing health and safety.</p> <p>Our digital advertising strategy is divided into two segments:</p> <ul style="list-style-type: none"><li>• Regional, drive market which includes Montana along with Spokane, Idaho Falls, Bismarck, Sioux Falls, Cheyenne, Billings, and</li></ul>				appropriately.	
			<p>Our digital campaign is an inspirational campaign to reach new people, with an emphasis on retargeting for those who are showing interest or have</p>				<p>1. Goal, overall traffic 825K sessions – Actual - 821, 609</p> <p>2. Goal, new contacts, 5,500 – Actual – 5,005</p> <p>A) We met our objectives but fell just</p>



<p>Consumer</p>	<p>Online/Digital Advertising</p>	<p>Missoula.                  • National, direct flight markets including San Diego, Nashville, Charlotte, Oakland/San Francisco, Philadelphia, and Detroit. We will continue to market to Las Vegas, Los Angeles, Seattle, Denver, Dallas, New York City, Minneapolis, Chicago and Salt Lake City.</p> <p>Our creative will continue to be inspirational, focusing on road trips to drive markets, and intimate outdoor experiences with ease of access in direct flight markets.</p> <p>Retargeting ads and automated emails driving people to the lodging portion of our website will play a bigger role. The 2020 ITRR Quarterly Nonresident Visitation Study reports 70% of visitors to Bozeman were repeat visitors, and 86% plan to return within 2 years. Additionally, studies show approximately 92% of people who visit your website for the first time are</p>	<p>previously visited.</p> <p>8 in 10 (86%) of U.S. adults get their news from digital devices, and when asked what platform they prefer, 52% of Americans prefer digital. (Pew Research, Fact Tank, January 12, 2021) Inspiration continues to play an important role in driving travel decisions. Madden Media reports “Partners who are providing vacation inspiration are seeing stronger results than those investing primarily in conversion tactics.” Additionally, studies show approximately 92% of people who visit your website for the first time are not ready to buy. (Episerver’s “Reimagining Commerce” report, 2017.)</p> <p><a href="https://www.pewresearch.org/fact-tank/2021/01/12/more-than-eight-in-ten-americans-get-news-from-digital-devices/">https://www.pewresearch.org/fact-tank/2021/01/12/more-than-eight-in-ten-americans-get-news-from-digital-devices/</a></p> <p>We will continue to market to Las Vegas, Los Angeles, Seattle, Denver, Dallas, New York City, Minneapolis, Chicago and Salt Lake City.</p> <p><a href="https://maddenmedia.com/2021-destination-marketing-trends/">https://maddenmedia.com/2021-destination-marketing-trends/</a></p> <p><a href="https://www.prnswire.com/news-releases/study-92-percent-of-consumers-visiting-a-retailers-website-for-the-first-time-arent-there-to-buy-300390086.html">https://www.prnswire.com/news-releases/study-92-percent-of-consumers-visiting-a-retailers-website-for-the-first-time-arent-there-to-buy-300390086.html</a></p>	<p>1. Overall Traffic 825K sessions, back to pre-pandemic levels                  2. New Contacts 5,500 contacts, back to pre-pandemic levels</p>	<p>\$17,500.00</p>	<p>short of our goal in traffic and contacts                  B) Our strategy was successful.                  C) We will use this method again.</p> <p>Digital advertising is one of our biggest traffic drivers and is a good indicator of interest in coming to Bozeman. While we fell .4% below our pre-pandemic goals, we still see a lot of website traffic from this marketing method and have made it a part of our FY23 Marketing Plan.</p>
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		<p>not ready to buy. (Episerver's "Reimagining Commerce" report, 2017.)</p> <p>We are also driving people to sign up for our weekly newsletter, which includes blog updates and trip planning ideas.</p>					
Consumer	Social Media	<p>Social media, both paid and organic, continues to be our strongest driver of website traffic. FY21 to date, shows 36.7% of website traffic coming from social (192,265 users.)</p> <p>Business Insider reports that since the pandemic began, 46-51% more people are using social media.</p> <p>14% of all people visiting Gallatin County used social media to plan their trip in 2020. (2020 ITRR Quarterly Nonresident Visitation Study)</p> <p>In FY21 we pulled back on prospecting and moved those funds to paid social. Previously, the highest monthly traffic to the website from social was 99,000 visitors.</p>	<p>Studies from Business Insider and The CMO Survey found 46-51% more people are using social media since the pandemic began. In addition, 14% of all people visiting Gallatin County in 2020 used social media to help plan their trip. (ITRR, 2020). Facebook ads in particular, show a high ROI, particularly in the travel industry. A report from The CMO Survey found that more than 270 top marketers grew their social media spending in 2020 from 13.3% of their budget to almost one-quarter, (23.2%) and the B2C products category accounted for almost one-third of their budgets. Forecasts from these CMO's suggest social media spending will continue to account for 23.4% of their budget 24 months from now. In addition, social media gives you a platform to establish digital trust through storytelling across all channels, showing the people behind the brand, and utilizing written messages along with their posts.</p>	<p>Social Traffic 200K sessions, 25% above pre-pandemic levels Social Contacts 2,000 contacts, 17% above pre-pandemic levels</p>	\$26,000.00	<p>1. Goal, 200,000 sessions (25% above pre-pandemic) – Actual 231,335 2. Goal, social contacts, 2,000 (17% above pre-pandemic) – Actual – 1315</p> <p>A) We met one objective and fell short in another. B) Overall, the strategy was successful. C) We will use this method again.</p> <p>Paid social media advertising is a substantial piece of our marketing strategy. It allows us to reach an</p>	550018632.0.58304900.1619803026.pdf

		<p>Increasing our paid social media buy increased our traffic to 124,000 visitors in January 2020, and 100,000 in February 2020, a trend that is continuing.</p> <p>Utilizing past blogs for social media is driving a significant amount of traffic. So far in FY21, over 36% of all visitors came to a blog post through social media. Social is a great tool for targeting our audiences with relevant engaging content.</p>	<p><a href="https://www.marketingcharts.com/digital/social-media-113777">https://www.marketingcharts.com/digital/social-media-113777</a></p> <p>2020 ITRR Quarterly Nonresident Visitation Study: Attached</p>			<p>active audience with engaging content and be flexible enough to pivot our message when needed. Our ads are targeted based on interest, geographic location, internet use, and travel habits.</p>
Consumer	Webpage Marketing/SEO/SEM	<p>To have a successful website for a travel destination, it must be a resource for visitors to plan their trip. We will continue to build and develop engaging content for users to learn more about Bozeman, Yellowstone, and the surrounding area through blogs and a robust, well organized database of local businesses and recreational</p>	<p>SEO is still highly important, although the methods are changing. SEO can help drive organic traffic, particularly through long-form content (blogs) and voice searches focused on reader's intent. Through these methods, we can put ourselves in reader's shoes and try to answer their questions, which makes our content valuable. This also helps with our rankings on Search Engine Results Pages (SERP).</p> <p><a href="https://www.forbes.com/sites/forbesagencycouncil/2021/01/27/2021-seo-trends-every-business-owner-should-consider/?sh=1b8e7f99677d">https://www.forbes.com/sites/forbesagencycouncil/2021/01/27/2021-seo-trends-every-business-owner-should-consider/?sh=1b8e7f99677d</a></p>	Organic Traffic 189,000 sessions, back to pre-pandemic levels Search Engine Contacts 2,000 contacts, back to	\$23,000.00	<p>1. Goal, organic traffic reaches 189,000 sessions – Actual – 288,429 2. Goal, search Engine contacts, 2,000 – Actual – 1413</p> <p>A) We met one objective and fell short in the other. B) Our strategy was successful overall. C) We will use this method again.</p> <p>In FY21, we launched a new website and reached almost 100,000 more</p>

		<p>opportunities. Not only does this help visitors when they get to the site, but it also helps the site rank well on search engines, making it easier for people to find our site. Pair a strong organic presence with complementary SEM and you we are able to drive a lot of high-quality traffic.</p>	<p><a href="https://www.searchenginejournal.com/10-important-2021-seo-trends-you-need-to-know/389395/">https://www.searchenginejournal.com/10-important-2021-seo-trends-you-need-to-know/389395/</a></p>	<p>pre-pandemic levels</p>		<p>visitors than our goal, demonstrating that the SEO on the new website is strong. We have also been able to grow our rankings through targeted content. Our content strategy is a significant part of our overall marketing, and we are continuing with this method in FY23.</p>
<p>Consumer</p>	<p>Print Advertising</p>	<p>Media projections for 2021 show print seeing significant growth. Madden Media's 2021 Destination Marketing Trends notes that people are fatigued with screens and magazines offer an entertaining escape. Print magazines are a way for people to unplug and is a tangible medium that provides emotional connection and inspiration. To help us monitor our impact from print publication, we've created</p>	<p>Madden Media reports that with more people working from home the past year, print is proving to be an entertaining escape from the screen. Ironmark also found that print is making a resurgence as a way to disconnect from a noisy, online world. Print is trusted, tangible, provides and emotional connection and has longevity that some other forms of media do not.</p> <p><a href="https://maddenmedia.com/2021-destination-marketing-trends/">https://maddenmedia.com/2021-destination-marketing-trends/</a>  <a href="http://blog.ironmarkusa.com/print-is-not-dead">http://blog.ironmarkusa.com/print-is-not-dead</a></p>	<p>Full distribution of 40,000 copies of Big Sky Journal, per issue.</p> <p>Website traffic to print specific landing page, 1000 visits.                  Print contacts, signing up for the newsletter, 50 new contacts.</p>	<p>\$8,500.00</p>	<p>1. The total distribution of 40,000 Big Sky Journals per issue.                  2. Website traffic to a print-specific landing page, 1,000 visits. – Actual – 153                  3. Print contacts, 50 – Actual – 17</p> <p>A) We met one objective and fell short in two others.                  B) The strategy was successful. C) We will use this method again.</p> <p>While print is mainly used to reinforce our branding and awareness versus driving website traffic, we experimented with using a unique URL</p>

		<p>a forwarding domain, visitbzn.com. This URL appears in all print magazine ads and tracks in Google Analytics if anyone types that URL in their browser.</p>			<p>for our print ads. Unfortunately, the strategy did not translate into website visits, drawing only 153 people to type in the specific URL. So, this year, we continued our print strategy but put QR codes on each ad.</p>	
		<p>Joint Ventures make up the biggest portion of our marketing budget. These cooperative advertising partnerships provide an economy of scale and broader recognition as well as bringing private and public tourism partners together to work toward collective messaging and coordinated outreach.</p> <p>Our airline marketing, while a big percentage of the budget, immediately triples with investments from other partnerships, allowing us to leverage our</p>			<p>A) We met our objectives.                  B) Our Joint Ventures were very successful overall, with only two objectives falling short, the number of flights added to the market and new airlines. We did participate in the above Joint Venture programs, results are in the Misc. Attachments.                  C) We will continue to use this method.</p> <p>In FY22, we participated in 8 Joint Venture programs including Brand MT, Yellowstone Country, and some local partnerships. These campaigns generated 1,515,677 impressions and 81,571 clicks to our</p>	

<p>Consumer</p>	<p>Joint Ventures</p>	<p>media buys even more. Now that we have all major airlines, our vision is changing. Rather than allocating our funds to specific airlines, we will be analyzing each airline, destination and opportunity and allocating funding depending on how we can best support all our airline partners in their effort to fill seats. Our messaging will begin to support Bozeman Yellowstone International Airport as a regional airport.</p> <p>Partnerships include the MTOTBD Joint Venture program, Yellowstone Country regional partner cooperatives, the Airline Transportation Committees (consisting of Yellowstone Country, Bozeman CVB, Big Sky CVB, Belgrade CVB, Big Sky Resort, Yellowstone Club and Lone Mountain Land Companies.)</p> <p>Other partnerships include Montana State University,</p>	<p>Cooperative marketing uses the expanded resources of each business to reach a larger or new audience. Economy of scale is a huge benefit to cooperative marketing, particularly when combining the efforts of one industry. Cooperative marketing is both economically efficient and convenient.</p> <p><a href="https://blog.hubspot.com/marketing/cooperative-marketing">https://blog.hubspot.com/marketing/cooperative-marketing</a></p> <p><a href="https://www.marketing-schools.org/types-of-marketing/cooperative-marketing/">https://www.marketing-schools.org/types-of-marketing/cooperative-marketing/</a></p>	<p>Participating in the following Joint Venture programs:</p> <ul style="list-style-type: none"> <li>• Yellowstone Country Co-ops</li> <li>• On the Snow</li> <li>• Trip Advisor</li> <li>• MTOT Winter and Summer Joint Ventures</li> <li>• Madden Media</li> <li>• Airline Marketing</li> </ul> <p>Number of impressions &amp; clicks from repetitive campaigns.</p> <p>Airline Marketing:                  Number of flights added to our market                  New airlines added to our market                  Increase in passenger count                  Increase in visitations from Arrivalist data</p>	<p>\$95,115.00</p>	<p>website.</p> <p>We also invested in the ongoing airline marketing partnership. Facing pilot shortages, the airlines did not add more flights to the market, but we did see an uptick in seats being offered as airlines flew larger planes. With the addition of Southwest Airlines, Bozeman has air service from most of the leading airlines in the U.S. We did not add any new airline this year. The committee discussed adding Air Canada and West Jet, but felt the timing was not right.</p> <p>As of June 30, 2022, the Bozeman airport set month-over-month records for fifteen months, servicing 2,241,509 passengers. We had expected 2022 to be a year where we would see the market start to level itself out after the rapid expansions over the past couple of years, but that</p>
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		<p>Gallatin County TBID, and the Bozeman Area Chamber of Commerce, working to increase both tourism and business development. We will also be exploring ways we can develop JV partnerships with local businesses to expand our marketing dollars and increase their reach as well.</p>				<p>did not happen. Larger planes allowed for in increase in passenger count.</p> <p>Seven of the top ten markets our visitors originated from coincide with our targeted marketing in direct flight markets, with some gains as significant as 236.5% from Los Angeles and 198.9% from Denver. In addition, Arrivalist data shows visitor increases at 157.8% year over year.</p>	
Consumer	Website/Internet Development/Updates	<p>Budget allocation for website maintenance, hosting, and updates.</p> <p>Website updates improve security, boosts site traffic and optimizes the visitor experience. For tourism entities, the website is one of the main tools to introduce, inform and move people through the trip planning process.</p>	<p>Website maintenance involves more than keeping your site running. It keeps hackers from stealing data, increases website visibility among search engines and optimizes the user experience by giving them reasons to return and engage with your site.</p> <p><a href="https://www.forumone.com/ideas/why-is-website-maintenance-important/">https://www.forumone.com/ideas/why-is-website-maintenance-important/</a></p>	<p>Success is measured by site efficiency, security, speed, and relevant content by maintaining uptime of 99% or more.</p>	\$500.00	<p>A) We did meet our objectives, the uptime on the website was 100%.                  B) The strategy was successful.                  C) We will use this method again.</p> <p>Our new website performed well and did not falter in FY22. Therefore, we will continue using this method and allocate money to maintain site efficiency, security, speed, and relevant content.</p>	

Marketing Support	Research	<p>As Bozeman has changed over the last 5 years and visitation has drastically increased, including the number of direct flights, so has how we position our destination on a national level. We have been utilizing small research projects to better define our audience, our brand, and our differentiators amongst travelers. In FY21 we have been conducting research with Destination Analysts to better identify Bozeman's primary target audiences and traveler perceptions. In FY22 we intend to continue our that research to refine our brand and positioning against competitors.</p>	<p>Qualitative research informs how people feel. It answers the "what" and "why" from a customer's perspective. Quantitative research takes those answers and determines the importance of it in the consumer's eye. Together, they can give you a broader picture of your brand and how people interact with it. Research as a whole, helps identify if and how audiences are resonating or interacting with your brand, allows you to test bolder approaches and helps establish a baseline for determining ROI.</p> <p><a href="https://www.brandextract.com/Insights/Podcast-Episodes/Why-is-Brand-Research-Important/">https://www.brandextract.com/Insights/Podcast-Episodes/Why-is-Brand-Research-Important/</a></p> <p><a href="https://blog.frankefiorella.com/identitywise/the-importance-of-research-in-brand-identity-development">https://blog.frankefiorella.com/identitywise/the-importance-of-research-in-brand-identity-development</a></p>	<p>Research projects that clearly define our brand for Bozeman, Montana that resonates with our target audience and attracts the right visitors to our area. The metric for success is completing these projects, then sharing the information with our constituents along with how we put the information to use.</p>	\$30,000.00	<p>A) We still need to meet this objective, as it is now a two-year project.                  B) Our strategy was successful in that we are now conducting an even more extensive research study.                  C) We will use this method again.</p> <p>We paired these FY22 funds with FY23 funds for a larger research project, including understanding past travelers - who they are, why they travel here, and what information they use to plan their trip, along with a local tourism sentiment survey. We used opportunity funds as a down payment to Destination Analysts, and the research is currently underway.</p>	
		<p>Over the past two years Bozeman has continued to get more and more requests for access to photos, videos, and logo files. These requests</p>					



Marketing Support	Digital Asset Management/Aquisition	<p>come from media members writing articles about Bozeman or events that are being planned in the Bozeman area and are in need of assets to promote their event. To streamline these requests, we will be subscribing to a service where we can organize and store assets while controlling access. This storage method will be separate from the current storage of our files and will eliminate the risk of files being inadvertently deleted. We will also set up a unique request form that will allow us to track trends regarding these requests.</p>	<p>Having our assets in one place, having them backed up from working files, and having a system to handle requests helps eliminate the cost of lost or misplaced work, accelerates creativity and production, streamlines distribution, reduces redundancies and helps maintain consistency.</p> <p><a href="https://www.widen.com/blog/digital-asset-management-benefits">https://www.widen.com/blog/digital-asset-management-benefits</a></p>	<p>By utilizing a separate form for asset requests, we will be able to better understand what assets are being used, for what purpose, and for which publication if they are coming from the media. The KPI we will measure will be the total number of requests.</p>	\$500.00	<p>A) We did meet our objective. B) The digital asset management system was very successful. C) We will use this method again.</p> <p>We completed close to ten requests for assets between publications and stakeholders. It is also beneficial for creative and social team members to search and manage photo and video content. We will continue this method in FY23.</p>	
Marketing		<p>The administration budget includes the overall costs of doing business including, wages, office use, equipment purchases, and other supplies.</p> <p>The Bozeman CVB manages several Visitor Information</p>	<p>An administrative expense budget is the cost of running an operation not related to a product or service. This budget is used to exercise expense control over day-to-day activities.</p> <p><a href="https://bizfluent.com/info-7747915-administrative-budget.html">https://bizfluent.com/info-7747915-administrative-budget.html</a></p>	<p>Success is measured through keeping our allocation of our CVB administrative</p>		<p>A) We met our objective. B) We successfully kept our administration costs at 20%</p>	

Support	Administration	Centers with staffing and materials to educate our visitors. These personal touchpoints serve as a way to educate visitors, keep them in our area longer and provide added value to their trip.	<a href="https://www.investopedia.com/terms/a/administrative-budget.asp">https://www.investopedia.com/terms/a/administrative-budget.asp</a>	fees at or below 20% of the total CVB budget.	\$62,654.00	of the total budget. C) We will continue this allocation in FY23.	
Marketing Support	Marketing Plan Development	<p>Budget allocation for agency services in developing the FY23 Marketing Plan.</p> <p>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 implementing and adjusting to new market trends and opportunities.</p>	<p>Developing a yearly marketing plan allows us to evaluate what has worked well, and where we want to make changes. Through analyzing our market, establishing goals, opportunities and challenges, we can strategize and budget as market conditions and media landscapes change.</p> <p><a href="https://www.business.gov.au/planning/marketing-plans/why-do-i-need-a-marketing-plan">https://www.business.gov.au/planning/marketing-plans/why-do-i-need-a-marketing-plan</a></p>	Marketing plan approved by TAC and successfully executed in FY23.	\$6,500.00	<p>A) We met our objective. B) The strategy was successful; the FY23 Bozeman DMO Marketing Plan was approved by the TAC and is currently being executed. C) We will continue this allocation in FY23.</p>	
						A) This	

<p>Marketing Support</p>	<p>TAC/Governor's Conference meetings</p>	<p>Budget allocation for travel and lodging if quarterly Tourism Advisory Council Meetings and the annual Governor's Conference on tourism return to in-person meetings.</p> <p>Attending the TAC meetings per state regulations, along with the Governor's Conference keeps us informed of statewide marketing efforts, industry trends and partner's best practices. These meetings are a chance to connect with and learn from other tourism entities and build a cohesive strategy for marketing the state.</p>	<p>Attending a conference in your field can broaden your network, promote deeper understanding, uncover new learnings and reinforce existing best practices. Conferences also provide an opportunity to network with other thought leaders and industry peers.</p> <p><a href="https://www.talmundo.com/blog/5-reasons-to-attend-a-conference-in-your-field">https://www.talmundo.com/blog/5-reasons-to-attend-a-conference-in-your-field</a></p> <p><a href="https://www.forbes.com/sites/forbesagencycouncil/2019/03/15/are-industry-conferences-worth-attending-or-exhibiting/#1d75e19f6fda">https://www.forbes.com/sites/forbesagencycouncil/2019/03/15/are-industry-conferences-worth-attending-or-exhibiting/#1d75e19f6fda</a></p>	<p>Attend all meetings while staying within budget. Bring back two ideas to implement into our FY23 strategy.</p>	<p>\$1,000.00</p>	<p>objective was met but paid for with other funding. B) The strategy was successful. C) We will use this method again.</p> <p>This area does not show we spent money on these meetings. However, we did attend and paid for the expenses through other funding. Ideas brought back to implement included an increased focus on how we portray Bozeman through storytelling and best practices in social media. We will continue attending the TAC meetings and the Governor's Conference in FY23.</p>	
		<p>Fulfillment costs for mailing Visitor and Relocation Guides. Allocation includes postage and wages.</p>				<p>A) We met our objective. B) This method was successful; we did distribute all 60,000 guides. C) We will use this method again.</p> <p>Of the mailed or downloaded Travel Guides (Montana aside), California,</p>	

Marketing Support	Fulfillment/Telemarketing/Call Center	<p>In FY21 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"> <li>• 30 hotels in Bozeman</li> <li>• VIC at Airport</li> <li>• MT State Rest Area on 19th Ave</li> <li>• Bozeman Chamber VIC</li> <li>• Downtown Bozeman VIC</li> </ul> <p>Since FY17 our electronic downloads totaled 9,900 with 10,767 requests for mailed copies. In FY22, we will increase total to 60,000 copies based on increased requests from travelers and other tourism partners.</p>	<p>Beginning in 2017, guidebooks began seeing a resurgence. In our digital heavy world, many people are enjoying printed, inspirational pieces. Georgina Dee, publisher at one of the industry leaders <b>DK Eyewitness Guides</b>, is similarly optimistic about the future. "Travel itself is fast becoming an antidote to the digital heavy world we live in, trust in some online sources is certainly waning, and the internet can be an unwieldy beast that needs taming. A book is yours but the internet is everyone's," she told Telegraph Travel ahead of the relaunch of DK's Eyewitness series. This budget allocation allows us to get the travel guides into the hands of those who are requesting them.</p> <p><a href="https://www.forbes.com/sites/garystoller/2018/02/20/so-you-thought-travel-guidebooks-were-dead-guess-again/#3dc5fb385810">https://www.forbes.com/sites/garystoller/2018/02/20/so-you-thought-travel-guidebooks-were-dead-guess-again/#3dc5fb385810</a></p> <p><a href="https://www.telegraph.co.uk/travel/comment/travel-guidebook-here-to-stay/">https://www.telegraph.co.uk/travel/comment/travel-guidebook-here-to-stay/</a></p>	Full distribution of 60,000 travel guides. We can also look at Arrivalist data and compare where our visitors are coming from versus where our mailed travel guides were sent.	\$25,000.00	<p>Texas, and Florida are all targeted markets, and all consistently sit at the top of our travel guide inquiries, our website sessions, and the actual visitors as tracked by Arrivalist. Other top markets requesting guides are mainly located in the Midwest, East Coast, and the South, whereas visitation from the remaining top ten is coming from neighboring states such as WA, CO, ID, MN, WY, and OR.</p> <p>Travel guides are still an important part of the planning process, and we will produce a new guide in FY23.</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				<p>A) We still need to meet this objective. B) The strategy could have been</p>	

Publicity	Fam Trips	<p>influencers and are designed to have the participants engage in various activities throughout the area. They also provide a great way to build our photo and video library. Each program is evaluated on its own merit to determine if it is a good fit.</p> <p>This year, we are partnering with Yellowstone Country to host one press trip to promote Southwest Airlines and the Bozeman area, but will also keep an allocation for other opportunities as they arise.</p>	<p>Earned media cuts through customer's filter and actually delivers the message. It allows you to reach a wider audience and boosts your credibility. Helping to formulate the story for organizations allows us to focus on things that are important, and allows us to showcase the people and places that are inspiring about our story.</p> <p><a href="https://trend.io/blog/earned-media">https://trend.io/blog/earned-media</a></p> <p><a href="https://apcoworldwide.com/blog/media-in-2021-earn-it-own-it-and-share-it/">https://apcoworldwide.com/blog/media-in-2021-earn-it-own-it-and-share-it/</a></p>	<p>Success will be measured by articles, social media exposure and blogs written throughout the year.</p>	\$3,000.00	<p>more successful, as we did not host any FAM trips in FY22. C) We will continue to use this method.</p> <p>Generally, we partner with other tourism entities, but only some of the influencers in our region require our assistance. We have budgeted for hosting FAM trips in FY23 and are evaluating opportunities as they arise.</p>
					\$314,269.00	

**Marketing Method Evaluation Attachments**

**Marketing Method Budget**

Marketing Segment	Marketing Method	Bed tax funded budget
Consumer	Opportunity Marketing	\$32,001.00
Consumer	Online/Digital Advertising	\$30,500.00
Consumer	Social Media	\$33,500.00
Consumer	Webpage Marketing/SEO/SEM	\$35,500.00

Consumer	Print Advertising	\$15,303.49
Consumer	Joint Ventures	\$230,315.00
Consumer	Website/Internet Development/Updates	\$500.00
		\$377,619.49
Marketing Support	Research	\$40,000.00
Marketing Support	Digital Asset Management/Aquisition	\$8,000.00
Marketing Support	Administration	\$121,526.00
Marketing Support	Marketing Plan Development	\$6,500.00
Marketing Support	TAC/Governor's Conference meetings	\$1,000.00
Marketing Support	Fulfillment/Telemarketing/Call Center	\$35,000.00
Marketing Support	Fam Trips	\$6,000.00
		\$218,026.00
		\$595,645.49

### ***Miscellaneous Attachments***

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<b>Description</b>	<b>File Name</b>	<b>File Size</b>
Budget to Actual FY22	Bozeman FY22 evaluation reporting_FINAL.xlsx	13 KB
Bozeman CVB FY22 Funds Expended_Pie Chart	FY22 - Funds Expended.png	292 KB
FY22 Marketing Methods_Pie Chart	FY22 Pie Chart.pdf	215 KB
FY22 Segments_Pie Chart	FY22_Pie Charts_Segments.pdf	72 KB
Joint Venture Results_FY22	Joint Venture Results_FY22.jpg	56 KB

### ***Reg/CVB Required Documents***

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<b>Description</b>	<b>File Name</b>	<b>File Size</b>
Meeting Minutes	April 15, 2021 Minutes.pdf	199 KB
Required Documents	Required Documents.pdf	624 KB
Required Documents_2	Required Documents_2.pdf	51 KB

