

# Application Summary

**Application:** FY25 DMO Plan

**Applicant:** Bozeman Area Chamber of Commerce

**Funding opportunity:** FY25 DMO Plan

## Application Responses

**Organization Name:** Bozeman Area Chamber of Commerce

**First Name:** Daryl

**Last Name:** Schliem

**Street Address 1:** 2000 Commerce Way

**Street Address 2:**

**City:** Bozeman

**State:** MT

**Zip:** 59715

**Funding Opportunity:** FY25 DMO Plan

**Amount Requested:** 682,162.00

## General Description Information

**1. Describe your destination (who you are, who you wish to attract and why would they come) addressing your strengths, opportunities, and potential challenges.:**

**1a. Destination:**

There is no doubt the outdoor recreation, stunning beauty, and cultural opportunities attract visitors to the Bozeman area. In 2023, an estimated 4,789,000 people traveled to Bozeman. (ITRR 2023 Nonresident Study) Lodging tax collections for 2023 totaled \$5,354,640, more than double the numbers from 2020.

Bozeman Yellowstone International Airport is now the seventh busiest airport in the Northwest Region, and 91<sup>st</sup> busiest in the nation with a record-breaking 2,464,325 passengers passing through in 2023. We have 24 non-stop flights to major cities, serviced by nine airlines, a number that is comparable to most airports three times our size. Plans are in place to invest \$300 million in capital infrastructure projects over the next seven years, including a future Customs and Immigration Station.

For the seventh year in a row, Bozeman has ranked number one for having the strongest local micropolitan economy in the nation. (Polycom Corporation, 2024 Economic Strength Ratings.) And Montana State University saw its biggest fall enrollment in the history of the University with 16,978 students.

Bozeman has attracted the attention of burgeoning industries like technology and healthcare, and Montana State

University just broke ground on a new site for emerging technology companies. (Prospera, Annual Report, 2023)

However, these strong growth numbers do not tell the whole story. Bozeman's busy season is compacted into the summer months, which affects both the airline loads and hotel occupancies. Based on known projects in the works, hotel rooms are projected to grow from 2,787 in 2023 to 6,000 rooms by 2029, creating an abundance of rooms and increased competition. Ensuring the success of both the airport and our hotel industry requires filling in the gaps during these shoulder seasons.

As Brian Sprenger, President and CEO of Bozeman Yellowstone International Airport said, "We're not going to do it with leisure travelers." Conventions, tournaments, drive markets, and in-state visitors have become a key focus of our DMO to help keep hotel occupancy and airline flight loads consistent.

According to ITRR Visitor Volume Survey 2022, in-state visitors to Bozeman totaled 1,161,472 with out-of-state visitors totaling 1,501,596. Our Visitor Profile Study conducted by Destination Analysts found that 27% of visitors listed shopping as their primary reason for visiting Bozeman, followed by visiting Yellowstone National Park at 23%. This in-state audience is incredibly important to filling hotel rooms in the off-season, but Bozeman is facing the perception that hotel rooms are more expensive than other towns, leading to the loss of some in-state visitation, including some large sports tournaments.

Bozeman also has a lack of meeting space for events over 400 people, which is a big opportunity given the desirability of the area. It's estimated that only 30% of the people arriving to Bozeman are here for pure tourism. The trend is increasingly for people to combine some leisure with their business trips. As such, the Bozeman Area Chamber of Commerce Board of Directors has placed an emphasis on the construction of a convention center to maximize our potential for attracting bigger meetings and conventions.

Bozeman DMO is implementing several things to help offset these challenges:

- The Bozeman Area Chamber of Commerce has established a ten-year partnership with the Spartan Race, bringing 10,000 individuals to the community annually for the three-day event. Optimally, our goal is to host three events of this size annually.
- Working directly with hoteliers, Briana Wolfe, Director of Tourism and Sales, has implemented several opt-in programs for target markets. Already, 20 local hotels and businesses have signed on to the Southwest Employee Incentive Package, and many more are honoring room-rates and/or blocks for the Montana High School Association, MSU concert promo, MSU football ticket holders, FCS Football

rates/room blocks, Spartan Race promo code for a 3-night stay, a local Montana resident rate, and creating partnerships between venues and hoteliers.

- We have created a digital Meeting Planners Guide, and a Sports Destination Guide is in development. A “Weddings” tab has been added to our Visit Bozeman website under the “Play” section.
- President and CEO, Daryl Schliem, and Briana Wolfe are now members of the Fairgrounds Focus Group Regional Partners for the Gallatin County Fairgrounds, (a division of Gallatin County local government,) who are in the process of planning for future uses, values, improvements, and opportunities at the fairgrounds, which could potentially include implementation of a convention center.
- Our focus on international travel will expand, and in 2025, we will be working toward having a Bozeman-specific section at IPW, in conjunction with Destination MT. Overall, the impact of FITs on the Bozeman market is largely positive, driving economic growth, fostering tourism industry innovation, and promoting cultural engagement. However, it also necessitates careful management to ensure sustainability and the preservation of Bozeman's unique character and environment. We made several connections with Asian Pacific Tour Groups at IPW this year, and will continue to have a presence at international conventions.
- We are re-instituting the Airline Marketing Committee to build up our partnership funds to support our direct flight markets. Allocation of these funds will be based on which flights need the most support.
- Our marketing dollars will continue to target direct flight markets, drive markets, and in-state visitation. We will continue our Rediscover Bozeman campaign, as well as creating various itineraries that will live on our website.
- Promote Bozeman as a Bachelor/Bachelorette destination by pushing out content to high value markets like Montana, Denver, Seattle, Los Angeles, San Francisco, and Salt Lake City.
- We are actively collecting data on what tournaments and meetings we are losing and why. We are also keeping track of hotel ADR compared with other Montana cities of our size.
- We are continuing our partnership with Outside Kind which promotes responsible outdoor recreation, and we are implementing an in-state resident sentiment study to learn more about statewide attitudes about Bozeman.

- Our Smart Meetings Campaign kicked off February 1<sup>st</sup> along with other meeting focused advertising. We have seen an immediate increase in website traffic as a result.
- Our DMO has an account via Cvent which captures an average of six requests for proposals on meetings and events to our destination per month. We are also tracking RFP losses and why.
- To offset the impression Bozeman is too expensive, we are highlighting affordable accommodation options, budget-friendly activities, seasonal discounts, and comparisons with other similar destinations. In addition, we are promoting value by showcasing unique experiences, outdoor activities, cultural offerings available, and emphasizing that the experience outweighs the cost. We are promoting affordable lodging via promotional opportunities as well as a range of dining and entertainment options ensuring visitors are aware of a range of choices to suit different budgets. We are working with hoteliers to create seasonal deals and packages making things more affordable during certain times of the year, and utilizing targeted marketing campaigns that emphasize value to help change perceptions. Involving local community in promoting tourism and providing exceptional hospitality can contribute to a positive visitor experience, which in turn can help dispel the notion of being too expensive. Visitor education and managing expectations to address misconceptions about expense is another key component of our marketing.

#### Visitor Characteristics:

The 2023 ITRR Quarterly Nonresident Visitation Study outlines the visitor characteristics of Gallatin County:

- 66% of the groups had no first-time visitors, 9% had some first-time visitors, and 25% had all first-time visitors.
- 58% said their primary reason for the trip was vacation, 15% visited friends or family, and 5% were here for business, conventions, or meetings.
- If on vacation, top reasons visitors were attracted to Bozeman were for Glacier National Park, Yellowstone National Park, visiting family or friends, open space, mountains, and wildlife watching.
- Top activities on vacation include scenic driving, day hiking, wildlife watching, nature photography, camping, shopping, visiting historical sites, and going to breweries.
- Top states of residency include WA, CO, FL, CA, MN, ID, UT, AZ, MO, ND, SD, WI, TX, NY.
- Visitors are generally older with the largest demographic (43%) being 65-74 years, (35%) 66-64 years, and (16%) 45-54 years.
- The largest income group falls between \$100,000-\$149,999 (26%).
- 65% of visitors drove to Bozeman, 18% arrived by RV or trailer, and 15% arrived by air.

- 60% of the groups were made of up 2 travelers. Top groups were couples (54%), self, and immediate families (17%).

## **1b. Strengths:**

### BOZEMAN'S STRENGTHS

- Thriving business community with no signs of a slowdown.
- Proximity to Yellowstone National Park. 4.5 million visitors went through Yellowstone in 2023, the second busiest on record.
- World-class skiing at Bridger Bowl and Big Sky Resort.
- Ease of access: 24 non-stop destinations, nine airline carriers, and I-90 access.
- A vast amount of outdoor recreation. Destination Analysts DMO Website Importance Study, January 2020, found that 66.7% of Bozeman CVB website visitors searched for Outdoor Recreational Activities.
- A vibrant college town with a strong economy.
- High-quality museums: Museum of the Rockies, Gallatin History Museum, American Computer and Robotics Museum, Bozeman Art Museum.
- Several State Parks and Historical Sites are within driving distance: Missouri Headwaters State Park, Madison Buffalo Jump, Virginia, and Nevada Cities, and Lewis and Clark Caverns.
- Growing Nordic Skiing opportunities: Crosscut Mountain Sports Center and Bridger Ski Foundation provide multiple groomed trails.
- Montana State University reached record enrollment.
- Community partnerships between the Bozeman CVB, Yellowstone Country, Visit Big Sky, Big Sky Resort, Yellowstone Club, Montana State University, Gallatin Valley TBID, and the Bozeman Area Chamber of Commerce are working to increase both tourism and business development.

## **1c. Opportunities:**

### OPPORTUNITIES

- Creation of opt-in hotel packages for target markets. Already, 20 local hotels and businesses have signed on to the Southwest Employee Incentive Activity Package, and many more are honoring room-rates and/or blocks for the Montana High School Association, MSU concert promo, MSU football ticket holders, FCS Football rates/room blocks, Spartan Race promo code for a 3-night stay, and a local Montana resident rate.
- 10-year contract with Spartan Race, which brings 10,000 people for a 3-day event.
- Thriving business community, currently seeing 12-15 new businesses per month.
- Airlines are adding more flights and frequency. There are currently 24-nonstop flights, with potentially

more to come. Airport undergoing \$300 million in capital infrastructure investments over the next 7 years.

- Development of a Sports Destination Guide.
- Expand and improve Meeting Planners Guide.
- Implementing paid efforts to attract corporate events and meetings.
- Focus on International Travel, expanding our presence at IPW.
- Gallatin County Fairgrounds is assessing how to make the best use of underutilized space. Potential for a convention center.
- Increased collaborations with Three Forks Chamber, Belgrade Chamber, and Yellowstone Country.
- Cross marketing between Bozeman DMO, TBID, and Bozeman Area Chamber of Commerce.
- Valley View rodeo will host 10 rodeos from June through August. This event drew 10,000 attendees in its first season and is gaining popularity.
- Spillover from Yellowstone brings people to the Bozeman area. Have seen a resurgence of traffic to Yellowstone blogs and website pages.
- Spring and summer are good for in-state visitation. A Visitor Profile Study by Destination Analysts in 2022 found 27% of visitors said their primary motivation was shopping.
- Statewide Rediscover Bozeman campaign.
- Repeat travelers. 8 in 10 visitors said they were likely to return, and likely to recommend the area.
- Residual travel potential from friends and family visiting the growing population. 20% of visitors came to visit friends or family in 2023. (ITRR Nonresident Visitors Study, 2023)
- Pent-up demand for international travel.
- Hospitality and Culinary Programs at Montana State University and Gallatin College will be advanced with the new hotels being built on campus to help facilitate training.
- Increased visitation from regional and drive markets.
- Opportunity to increase winter visitation.
- Destination meetings. With additional meeting and convention space, Bozeman could capture a significant portion of meeting business.
- Bozeman is becoming a hub for live music and entertainment, with multiple shows of all sizes occurring weekly at the ELM, Rialto, Brick Breeden Fieldhouse, Ellen Theatre, Last Best Comedy, and Gallatin County Fairgrounds with other potential venues in the works.

#### **1d. Potential Challenges:**

##### **POTENTIAL CHALLENGES**

- Hotel inventory coming online could saturate the market. Most leisure visitation is condensed to summer months. Need to fill hotels in the shoulder seasons.

- Not enough meeting space to keep up with the demand.
- Workforce challenges. According to the Bureau of Business and Economic Research at the University of Montana, the accommodations and food sectors have expanded and absorbed much of the workforce. Housing costs make it difficult for people to live here.
- Declines in in-state visitation.
- Bozeman is gaining a negative perception in-state as being “too expensive.” Elected officials not giving fair due, therefore, the DMO must spend a lot of time and money to dispel the myth.
- Growth projection is 6% over the next three years, difficult to keep up with.
- Economic concerns of visitors. Bozeman hotel prices, gas prices, and rising inflation, in general, are leading to concerns over travel, particularly for lower-income travelers. (Destination Analysts: State of the American Traveler 2023).
- Remote work has cut into business travel.
- Saturation of short-term rentals.
- Tournament loss will impact hotels and businesses in off-season times.
- Difficult to attract sports tournaments with the perception that Bozeman rates are higher than other cities that host these tournaments; these tournaments are a significant economic boost during shoulder seasons.
- Lack of a sports facility to hold major events.
- Pent up demand for international travel could result in more competition. Upside is that the rest of the world is starting to travel again.
- 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, including poor snow, bitter temperatures, poor road conditions, increased wildfires, or water restrictions.
- AI travel planning.

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**2. Briefly describe how your destination aligns with the Montana brand or describe the Brand strategy for your DMO.:**

Brand Statement:

Bozeman brings together the pristine outdoors, access to the renowned wilderness of Yellowstone, a bustling downtown, and a community feel in one place. Plus, it's never been easier to visit. It's the ideal vacation destination with all the best things in life at your fingertips.

Brand Messaging Pillars:

### Outdoor Activities

- Access to Yellowstone National Park
- Thousands of miles of trails
- Two ski areas within an hour

### Bustling Downtown

- Restaurants, breweries, and nightlife
- Trendy, local retail
- Walkable downtown

### Ease of Travel

- Direct flights/Airport
- Minimal traffic and easy, scenic drives
- Large variety of lodging options

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**Destination Marketing:**

**Destination Management:**

**Destination Stewardship:**

**Destination Development:**

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**3a. Define your audience(s) (demographic, geographic and psycho-graphic):**

Destination Marketing

### GEOGRAPHIC TARGETS

In FY25, our geographic target markets will be broken into regional and national campaigns.

Top Tier		
Flight	Drive	
Colorado	Montana	
Western		
Washington	Wyoming	
California	North	



	Dakota	
Texas	South Dakota	
Utah	Idaho	
Minnesota	Eastern Washington	
<b>Secondary Tier</b>		
Portland	Boston	
Las Vegas	New York	
Phoenix	Atlanta	
Chicago	Florida	
<b>Emerging Market</b>		
Nashville		
Washington D.C.		
North Carolina		
Philadelphia		

## DEMOGRAPHIC AND PSYCHOGRAPHIC TARGETS

**Conferences and Meetings:** As our hotels expand, we gain capacity for conferences and meetings.

**Sports Tournaments and Events:** Working in collaboration with the Gallatin Valley Tournament Committee and the Gallatin Valley TBID, we focus on statewide and regional tournaments inside and outside the Montana High School Association. We are also working with local hotels on room guarantees in hopes of hosting more tournaments and playoff games.

**Tour Groups:** Bozeman DMO will participate in IPW in Chicago sharing a booth with other Montana delegates and in 2025 will expand our presence even further.

**Outdoor Adventure Seekers:** People showing 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, reaching almost \$150,000,000. (ITRR Nonresident Visitor Expenditures by Location, Gallatin County.) In addition, 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, disposable income, and an appetite for adventure. They still seek the ease of travel and the comforts they expect in larger markets, but they are drawn to National Parks as bucket list destinations, including Yellowstone.

**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.

#### Destination Management and Destination Stewardship

**Bozeman Residents and Business Owners:** Educating our local population about the positive economic outcomes of visitation.

**Visitors to Bozeman:** Educate those visiting Bozeman about trail etiquette, safety, and resource preservation across various outdoor activities.

### **3b. What research supports your DMO strategy? :**

#### [Voyage Monthly Tourism Dashboards](#)

- Through our partnership with Madden Media, we have developed an extensive marketing dashboard that

is updated monthly and published on the Visit Bozeman website for tourism stakeholders.

- The dashboard covers marketing results, travel guide downloads, audience segmentation by geographic area, visitation intelligence, as well as lodging analysis and trends.
- Data is aggregated from a variety of sources including Google Analytics, HubSpot, Smith Travel data, AirDNA, and more.

#### *Destination Analysts; Bozeman Resident Sentiment Study, February 2023*

This study was designed to provide PRIME / Visit Bozeman in-depth insights on Bozeman residents' current opinions regarding tourism in their community:

1. Measure resident sentiment from direct impacts of tourism on daily life.
2. Identify pain points of residents as well as strengths and opportunities.
3. Understand resident sentiment toward working in the local tourism/hospitality industries.

In total, 940 completed surveys were collected between November 30, 2022 – January 3, 2023. The survey questionnaire was deployed through PRIME / Visit Bozeman's owned channels.

#### Key Findings:

- Higher housing prices, plus increased crowds and traffic, drive in-state travel costs up for residents.
- Tourists don't treat Bozeman or Montana with respect.
- While tourism is generally perceived to be important to the state and Bozeman's economy, there is widespread disagreement that tourism decreases the cost of living (83%) or that tourism reduces their taxes (68%).
- Positively, tourism creates new dining, entertainment, and shopping, and helps support festivals, arts and culture experiences and sporting events.

#### *Future Partners; State of the American Traveler, March 2024*

- Similar to 2023, 88% of American Travelers will travel for leisure in the next 12 months, reporting 3.4 trips on average.
- More than 1 in 5 business convention travelers expect their company's business travel volume to increase over the next 12 months.

#### *Madden Media 2024 Destination Marketing Predictions*

- Sustainability is increasingly important with residents and visitors wanting to see action.
- Storytelling and creative means of getting the story out should be emphasized.
- Messages of inclusivity are important; travel is for everyone.

- People are looking for a reprieve, majority of people feel leisure travel is a break from multi-tasking and work obligations.
- “There is a rise in inspiration to travel for music artists and concerts (tour-touring) and experiencing destinations seen in movies and tv shows (set-setting),” said Glenn Pena, Senior Media Director. “This behavior is similar to sports fans traveling to different cities to watch their favorite football, basketball, soccer, golf, etc. player or team.”

## OTHER RESEARCH USED TO FORMULATE STRATEGY

- Destination Analysts; 2022 Visitor Profile Study
- ITRR, Non-resident Travel Study, 2023
- Prospera, Annual Report 2023
- Bureau of Business and Economic Research, University of Montana
- Bozeman Consumer Sentiment Research Study, Destination Analysts, 2021
- Destination Analysts:
  - "Montana Brand and Exploration Research," October 2016
  - "Profile Study of the Winter Enthusiast," February 2018
- Bozeman Yellowstone International Airport Data
- Website Traffic Trends
- Organic Traffic
- Bozeman CVB Email List
- Social Media Metrics

### **3c. What are your emerging markets?:**

#### **EMERGING MARKETS**

##### **Emerging Geographic Markets:**

Canada and the Asian Pacific Rim

##### **Emerging Psychographic Markets:**

**Entertainment Seekers:** The Elm, a new music venue, opened in 2021, bringing in a wide array of musical talent several times per week. In addition, The Rialto, Brick Breeden Fieldhouse, Ellen Theatre, Emerson Cultural Center, and the Willson Auditorium all bring in top-notch national, regional, and local music, theater, dance, and comedy.

**International Travelers:** Canada and the Asian Pacific Rim have traditionally been good markets for Bozeman. However, Yellowstone has set records without the Asian market, and with pent-up demand for the past two years, we expect these markets to return.

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**4. Describe proposed tactics and projects as related to overall goals and controlled by the organization in its financial statements.:**

The Bozeman DMO has identified five goals to pursue in our FY25 marketing efforts.

1. Continue to build awareness and promote Bozeman in our direct flight markets as one of the premier western destinations for year-round travel.
2. Fill in the shoulder season gaps by targeting specific markets; corporate events and meetings, in-state travelers, bachelor/bachelorette parties, and sporting events.
3. Reinstitute the Airline Marketing Committee, and airline marketing efforts. Evaluate current non-stop flights and prop up marketing efforts for those that are not at optimum flight loads.
4. Continue to increase our organization's stewardship role through partnerships, outreach and education through programs and campaigns such as Outside Kind and Be Good to Bozeman.
5. Conduct statewide research regarding Montana resident sentiment about Bozeman

**Destination Marketing**

**Goals**

1. Continue to build awareness and promote Bozeman in our direct flight markets as one of the premier western destinations for year-round travel.
2. Fill in the shoulder season gaps by targeting specific markets; corporate events and meetings, in-state travelers, bachelor/bachelorette parties, and sporting events.
3. Reinstitute the Airline Marketing Committee, and airline marketing efforts. Evaluate current non-stop flights and prop up marketing efforts for those that are not at optimum flight loads.

## Objective

Increase our hotel occupancy during the non-peak times of the year. Increase leisure and business travel from direct flight markets across the U.S. Increase in-state and drive market visitation.

## Tactics and Projects

- Continue to use paid and earned media, including organic social media, to reach new customers in target markets.
- Continue our use of blog content and itineraries to provide new and relevant information to visitors and increase our organic SEO.
- Expand our use of video by enhancing our YouTube channel to engage and attract visitors to Bozeman.
- Continue utilizing newsletters to our existing database and continue to grow audience subscriptions.
- Participate in Joint Ventures with Destination MT, Yellowstone Country, and other local tourism stakeholders to maximize our marketing dollars.
- Expand our photo and video library to maintain fresh imagery in all of our marketing.

## Methods

- Joint Ventures
- Opportunity Marketing
- Agency Services
- Video content
- Paid Media
- Earned Media/Tourism Sales
- Website Development
- Travel/Trade Shows

## Metrics

- Increase bed tax dollars by 5% over FY23 (State of Montana)
- Increase Airport deplanements by 8% over 2023, to 1.33 million people (Bozeman Airport)
- Increase website sessions by 5% over FY23 projected to 740K (Google Analytics)
- Increase form submissions by 10% over FY23 projected to 19,540 (Hubspot)
- With multiple new hotels opening in the next year, maintain occupancy rate of hotels at 67% (STR Reports/ CoStar Reports)

## **Destination Stewardship**

### **Goal**

1. Continue to increase our organization's stewardship role through partnerships, outreach and education through programs and campaigns such as "Outside Kind" and "Be Good to Bozeman."
2. Participate in larger regional marketing campaign with Yellowstone Country to attract in-state visitors to Bozeman.

### **Objectives**

To educate visitors and new residents about best practices for trail etiquette, and to instill a sense of pride and ownership so people will take respect and care for the natural resources in Bozeman.

### **Tactics and Projects**

- Continue cooperative partnership in Outside Kind, an alliance streamlining the messaging for trail etiquette across all user groups. This endeavor seeks to share best practices, principles, and tips for enjoying the outdoors together and provides consistent and clear guidelines around outdoor activities and positive local ethics.
- Continue the Be Good to Bozeman campaign with community stakeholders for traveler education.
- Continue to publish local tourism reports and research studies.
- CEO and Director of Tourism and Sales to serve on Yellowstone Country Resilience Steering Committee.

### **Methods**

- Cooperative Marketing
- Agency Services
- Paid Media
- Earned Media/Tourism Sales
- Website Development
- Education/Outreach

### **Metrics**

- Partner on 5 co-op media buys or placements targeting both locals and visitors.
- Partner with Yellowstone Country on an in-state campaign to promote Bozeman.

## **Destination Management**

### **Goal**

1. Conduct statewide research regarding Montana resident sentiment about Bozeman.

### **Objective**

To understand the barriers, real or perceived, in Montanan's choosing Bozeman as a destination. In-state visitation is important to our economy during shoulder and winter seasons, our goal is to keep this segment of our visitation strong. Scope & Methodology of the Sentiment Survey include, but are not limited to:

- Bozeman's strengths and weaknesses as a leisure destination.
- Bozeman's unique assets and attributes. Perceptions of Bozeman.
- Deterrents to visiting Bozeman.
- Experiences and amenities that would prompt visit to Bozeman.
- Satisfaction with past visitation to Bozeman, if applicable.
- Future travel intentions to Bozeman.
- Visitor demographics.

### **Tactics and Projects**

- Contract with outside firm to conduct research.

### **Methods**

- Engage Destination Analysts to conduct the study. Funding will come from our Destination Management budget.

### **Metrics**

- Study completed by June 30, 2025.
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**5. Define and describe your overall objectives. Objectives are formed from your goals. They are logical, attainable steps to achieve the goals and are able to be measured.:**

**Objectives/Metrics/Evaluation:**

OBJECTIVES	MEASURABLE METRICS FOR SUCCESS	REPORT THE METRIC ACHIEVED	EVALUATION OF SUCCESSFUL METRICS
<p>Increase our hotel occupancy during the non-peak times of the year. Increase leisure and business travel from direct flight markets across the U.S. Increase in-state and drive market visitation.</p>	<ul style="list-style-type: none"> <li>• Increase bed tax dollars by 5% over FY23 (State of Montana)</li> <li>• Increase Airport deplanements by 8% over 2023, to 1.33 million people (Bozeman Airport)</li> <li>• Increase website sessions by 5% over FY23 projected to 740K (Google Analytics)</li> <li>• Increase form submissions by 10% over FY23 projected to 19,540 (Hubspot)</li> <li>• With multiple new hotels opening in the next year, maintain occupancy rate of hotels at 67% (STR Reports/ CoStar Reports)</li> </ul>		
<p>To educate visitors and new residents about best practices for trail etiquette, and to instill a sense of pride and ownership so people will take respect and care for the natural resources in Bozeman.</p>	<ul style="list-style-type: none"> <li>• Partner on 5 co-op media buys or placements targeting both locals and visitors.</li> <li>• Partner with Yellowstone Country on an in-state campaign to promote Bozeman.</li> </ul>		
<p>To understand the barriers,</p>	<ul style="list-style-type: none"> <li>• Study completed by June</li> </ul>		

<p>real or perceived in Montana’s choosing Bozeman as a destination. In-state visitation is important to our economy during shoulder and winter seasons, our goal is to keep this segment of our visitation strong.</p>	<p>30, 2025.</p>		

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**Budget Form:** Bozeman DMO budget corrected.xlsx

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**DMO Budget:  
Bozeman DMO**

Allowable Method	Amount Budgeted	% Budgeted	Amend +/-	Updated Budget	% Budgeted
Administration	\$136,432.00	20.00%	\$0.00	\$136,432.00	20.00%
Joint Ventures	\$194,500.00	28.51%	\$0.00	\$194,500.00	28.51%
Opportunity Marketing	\$41,000.00	6.01%	\$0.00	\$41,000.00	6.01%
Cooperative Marketing	\$45,000.00	6.60%	\$0.00	\$45,000.00	6.60%
Agency Services	\$6,750.00	0.99%	\$0.00	\$6,750.00	0.99%
Paid Media	\$188,480.00	27.63%	\$0.00	\$188,480.00	27.63%
Website Development (Online, Website, Mobile)	\$1,000.00	0.15%	\$0.00	\$1,000.00	0.15%
Travel/Trade Shows	\$7,500.00	1.10%	\$0.00	\$7,500.00	1.10%
Visitor Services	\$61,500.00	9.02%	\$0.00	\$61,500.00	9.02%
	\$0.00	0.00%	\$0.00	\$0.00	0.00%
	\$0.00	0.00%	\$0.00	\$0.00	0.00%
	\$0.00	0.00%	\$0.00	\$0.00	0.00%
	\$0.00	0.00%	\$0.00	\$0.00	0.00%
	\$0.00	0.00%	\$0.00	\$0.00	0.00%
	\$0.00	0.00%	\$0.00	\$0.00	0.00%
<b>TOTAL BUDGET</b>	<b>\$682,162.00</b>	100.00%	<b>\$0.00</b>	<b>\$682,162.00</b>	<b>100.00%</b>

Revenue Projection	\$682,162.00
Funds not spent during previous fiscal year	\$0.00
Rollover Funds at Commerce	\$0.00
Allocated Following Audit	\$0.00
<b>Budget increase total</b>	<b><u>\$682,162.00</u></b>

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**Narrative Evaluation:**