



Grant Details

125123 - FY24 DMO Plan

128709 - Visit Big Sky FY24 Marketing Plan

DOC Office of Tourism

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DMO Plan Narrative

1. Describe Your Destination

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

Big Sky The Destination

Under the shadow of Lone Peak, the community of Big Sky is a ski town that rivals most of the more popular destinations in the mountain west. Still very undiscovered Big Sky is shifting its persona from being a ski town to becoming a mountain town with all the services and experiences that Vail, Aspen and Jackson Hole are known for. This inevitable change comes from a more mature visitor who now is visiting Big Sky not just in the winter but in the summer. Our warm season brings world class fly fishing, spectacular hiking, memorable experiences, and an established visitor economy that is becoming year-round.

Big Sky's growth and maturity is in part to the investments that large resort and lodging developers are bringing to our community. In December of 2021 with the opening of The Montage Resort a five-star luxury hotel and the largest building ever built in Montana to the new Dubai based One & Only 6-star ultra-luxury hotel opening in December of 2024 we see that the visitor economy in Big Sky is on solid footing for years to come. These signature properties bring with them an expectant clientele that is excited to explore our part of the world and an economy of scale that employees thousands of staff to meet the needs of these properties. From restaurants to linen supply companies to food purveyors the Big Sky economy is touching many people and businesses in the Treasure State.

Big Sky Resort celebrates its 50th anniversary the winter of 23/24 and its investments in state-of-the-art ski lift development matches the investments in the new hotels we see being built. Thanksgiving 2023, we'll see the ribbon cutting on the new Lone Peak Tram that will whisk skiers and visitors to the top of Lone Peak. This newest investment will carry over 75 passengers every four minutes to the peak and open up our visitation for summer and winter ridership to the top of the mountain.

With this exceptional growth Visit Big Sky and the Big Sky Chamber are walking the fine line to support our business economy but also navigate the complaints of our residents. Nowhere is it clearer that Big Sky needs to take a moment and invest in a destination management strategy that lays out the future of the community but also considers stewardship as a key component of our future efforts.

Visit Big Sky has recently completed a strategic planning process that outlines what the "new normal" is for our efforts and utilizing our role as a destination marketing organization as well as a destination management organization. Three significant pillars and goals were established in this process:

- 1) Enhance the Big Sky Experience:** With the tools at our disposal, we will work to enhance the Big Sky experience for anyone and who is here. We will use our available resources and partnerships to foster inviting places and authentic experiences as well as cultivate tourism products that extend the season or can exist regardless of weather. As an enthusiast partner in welcoming people to Big Sky, we will work with tourism facing businesses to ensure that we are a resource sharing consistent and accurate information.
- 2) Promote the Destination:** We will tell Big Sky stories that educate the visitor and set authentic expectations that inspire visitation to Big Sky again and again. We will use the data at our disposal to maximize the timing and placement of these storytelling campaigns to find the right visitor for us who will appreciate a true Big Sky adventure.
- 3) Guide the Evolution of the Tourism Industry:** As the destination marketing organization for Big Sky, we will use this official role to gather our partners in the tourism industry around mutually beneficial joint ventures so that we can all go further together. As a collective, we will advocate for the importance of tourism as an economic driver and community builder to both our funding partners and community members. We will work towards a supportive future for the reception of tourism by engaging in a community-led Sustainable Destination Management Strategy Plan.

Big Sky Strengths

- **Snow-** With over 400 inches of snow for the 22/23 ski season Big Sky delivered a world class skiing experience. The season before the mountain had a below average snowfall and longtime fans of Big Sky started looking elsewhere for better skiing conditions.
- **Uncrowded-** Our skiable acreage allows visitors to spread out and literally have “an acre of skiing” to themselves. Where so many resorts have complaints about two hour lift lines, we on average have less than four minutes and the skiing public is acknowledging that key feature.
- **The new shiny penny:** in the realm of ski resort marketing, Big Sky is the new shiny penny. With continued investment in hotels, lift expansion and top-notch dining and hospitality assets we have a story to tell and media is very keen on visiting and writing about Big Sky.
- **Air Service-** BZN Yellowstone International Airport continues to deliver exceptional airline lift to key markets that meet the needs of the Big Sky visitor. As we continue to develop our international business, these necessary connections from SFO, LAX, DAL and IUH are key to supporting our international visitors.
- **Yellowstone National Park-** YNP continues to be a significant contributor to our visitor economy. Where we’ve found good traction is position Big Sky as a high-end lodging location near YNP. Current summer 2023 marketing is directing visitors to consider staying in Big Sky to access the park.
- **Additional Hospitality Investments-** We continue to see additional lodging upgrades to existing properties and additional dining and retail opportunities to support the visitor economy in Big Sky. The next big international resort is on the cusp of announcing their newest investment in Big Sky and the economic impact that will have on Big Sky will be immense.

Big Sky Opportunities

- **Pent Up Demand for International Travel-** with less than 1% of international visitors in Big Sky during the pandemic we know there is pent up demand to host international guests in the next year. YNP continues to be

a key driver, but Big Sky Resort and Visit Big Sky are expanding their marketing efforts into Canada and Australia to increase visitation.

- **Repeat Visitors-** With targeted marketing efforts directed at past visitors, we anticipate a higher return rate for past Big Sky visitors.
- **Extend the Season-** with the investment in the new Lone Peak Tram we expect the ski season to go until May 1, 2024. This will be one week longer than the 22/23 season. In 2025, with the addition of a new gondola from the base to the new tram we expect to have ski season last until Memorial Day weekend.
- **Future Convention/Meeting Space-** Visit Big Sky is just completing a feasibility study with our lead developer Lone Mountain Land Company for the future of a large convention and event space in Town Center in Big Sky. It's anticipated to be the largest meeting space in Montana with over 500 hotel rooms supporting this multi-use space.
- **Additional New Hotel Offerings and Varying Price Points-** with the new convention center opening by 2030, four additional hotels will be added to the Big Sky portfolio of products. These additional rooms will offer several new price points that will open Big Sky to a visitor who is looking for a more budget conscious experience.

Potential Challenges

- **Workforce Challenges-** Big Sky continues to have a workforce shortage similar to many communities in Montana. Workforce for Big Sky is seasonal and transient. Where a typical ski/snowboarder comes for a couple of seasons, to the international worker who is here on a H2B or J1 visa, we continue to have more positions that we have people to fill the need.
- **Average Daily Rate-** Average daily rate continues to sit above the \$800 a night in the winter and \$600 a night in the summer. We wonder if that will be sustainable for years to come.
- **Short Term Rentals-** Short term rental continues to be significant to helping us meet the needs of our visitors with lodging options throughout the community. However, we know our STR's have put a real strain on our housing needs in the community as well. We anticipate as our traditional hotel inventory increases additional competition will probably free up some STR's to return to resident housing.
- **Yellowstone National Park Reservation System-** In a recent meeting with Superintendent Cam Sholley, it was shared with the Big Sky community that eventually a reservation system could be established in Yellowstone National Park. The decision could be our future as we see park visitation exceed 5 million people and eventually limits will be put in place to curb visitation. This threat could have a significant impact on the communities that surround the park.
- **Later Booking Window:** it's becoming more common that reservations that once were occurring six to eight months in advance during the pandemic are now much shorter. On average 10.3 weeks in advance of arrival.

2. Align with Montana Brand

Briefly describe how your destination aligns with the Montana Brand.

The Montana Brand:

- More spectacular unspoiled nature than anywhere else in the lower 48
- Vibrant and charming small towns that serve as gateways to our natural wonders
- Breathtaking experiences by day and relaxing hospitality at night

Big Sky is aligned 100% with the Montana brand and we're held to that high standard by the visitors who come to Montana and particularly Big Sky who have these pillars as expectations upon arrival. Big Sky sells experiences and memories. We have the mountains, the lodging the natural beauty, but what is probably our greatest asset is our hospitality. We continue to hear it from visitors daily in the visitor center, "everyone in Montana is so nice!" If we continue to use that as our north star our state will always be exceptional.

3. What is the strategic role of your DMO?

Select all that apply: Destination Marketing, Destination Management, Destination Stewardship, Destination Development).

Destination Marketing, Destination Management, Destination Stewardship, Destination Development

Based on the strategic role you serve, provide the following information.

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

Destination Marketing, Management and Stewardship

Destination Marketing: 70% of Visit Big Sky Efforts

Destination Management: 20% of Visit Big Sky Efforts

Destination Stewardship: 10% of Visit Big Sky Efforts

Big Sky for the FY23 Marketing plan, Destination Management had a higher weighting based on the needs of the community of Big Sky. Since then, the pendulum has shifted and we're putting more energy to destination marketing.

Visit Big Sky has the unique task of supporting our tourism industry with marketing efforts to continue to drive demand to fill our greater than 2000 rooms, but at the same time manage our resident's sentiment with comprehensive destination management efforts. During the pandemic the general sentiment from residents was to stop marketing. We shifted a number of our actions to "visitor support". Such as wayfinding projects, collaboration on housing and transportation. All of those efforts are important, and we'll continue to lead in this space, our lodging partners are really asking for increased marketing efforts. With the most recent 2023 Quarter 1 collections for statewide lodging tax, Big Sky is down for the first time in 10 years. On the local level we're seeing the same with March 2023 collections being down for the first time as well. These two industry markers encourage our actions to crank up the marketing machine to start to curb the drop in visitations and spending.

We identified our target audience, demographic and geographic knowledge and refined it using newer technology provided by our research partners: Over the last three years we've witnessed a shift in household income of our residents. We're now seeing that over 58% of our visitors are over the age of 45, with a household income of greater

than \$150K a year. Of the visitors we're seeing in Big Sky it's interesting to note that 60% come from a multitude of places around the country, but the other 40% are concentrated from five key states where direct air services options are abundant.

High value targeted visitor is where we're seeing the best ROI. Instead of a shotgun approach to our marketing efforts, we've seen targeted campaigns in these five destinations payoff:

- 1) New York, New Jersey, Newark
- 2) Los Angeles, Long Beach, Anaheim
- 3) Chicago, Naperville, Elgin
- 4) Boston, Cambridge, Newton
- 5) Seattle, Tacoma, Bellevue

It should be noted that San Francisco, Berkley, Oakland is ranked in the top ten and continues to show that the state of California has the greatest opportunity for future visitation.

The psycho-graphic profile of our guests leans heavily on activities available in Big Sky. We target active families, higher household income and watch trends on where they travel and activities that they pursue.

- Skiing/Snowboarding
- Hiking
- Wildlife Viewing
- Flyfishing
- Mountain Biking
- Culinary Experiences
- Shopping

Average Group size: 3.2

Average Days in Market: 5 days

Top Attractions: Big Sky Resort, Town Center, Bozeman Airport

Most Popular Day of the Week: Sunday

Seasons with the most visitors: Winter- March, Summer- July

International Visitation: #1 Mexico, #2 Canada, #3 Australia

Key goals for destination marketing for FY24:

- 1) Prioritize marketing efforts for 2023/2024 to winter and summer campaigns with an extension of those season by an additional two weeks.

Big Sky for several years has been focused on shoulder season product development and increased visitation. Coming off the pandemic it became clear that no matter how much marketing occurred it was ineffective to encourage visitors to come when most of the activities were closed. In a stakeholder engagement session, it was determined the best course of action is to not sell the shoulder seasons, but to extend our summer and winter businesses. In cooperation with Big Sky Resort, we're in the process of adding an additional week of operation to the mountain each spring. At the same time developing future events in early June to kick off the summer season earlier than June 15th.

- 2) Increase booking window.

The other concern facing Big Sky lodging partners is the significant change in the booking window for upcoming visitation. During the pandemic we saw bookings occurring six to eight months in advance. According to Xanterra, YNP reservations were 10 to 12 months in advance. But since the pandemic we've watched that booking window shrink consistently month over month. We're now looking at less than 10 weeks before arrival which puts panic in the eyes of many of our lodging partners.

Key goals for Destination Management for FY24

- 1) Establish a baseline for resident sentiment, visitor feedback and business health.

Big Sky is in the Ying and yang of development. On one side we're seeing high number of complaints based on the lack of infrastructure we have for visitors. i.e. restaurants, bars, hotel rooms and other activities. On the other hand, we have a number of critics in the community that encourage us to stop the visitation and keep the secret of Big Sky to those who live here. It's a delicate dance, and Big Sky is not the only destination feeling this pinch. Jackson Hole, Park City, Truckee and Aspen have all invested in a destination management strategy. Big Sky needs to first establish a base of "truth" where we can make a thoughtful long-term strategy for the community.

- 2) Develop a roadmap for Big Sky as a destination as well as a community of 3800 residents.

The roadmap will be guardrails for future development where the data of the residents, visitors and businesses will influence future choices for our community. With the help of community planner Kristin Dahl of Crosscurrent Collective and George Washington University Department of Destination Management, we hope to build a community plan that can be used as our population and popularity continues to grow.

- 3). Develop Belonging In Big Sky

Big Sky is unique in the fact that we have over 1900 seasonal workers who come from all over the world. We also host visitors from all over the world. We want Big Sky to be welcoming to all. Belonging in Big Sky is our Diversity, Equity, Inclusion and Belonging campaign to outline a strategic focus where all of our efforts are following the DEIB principals that our community has outlined.

Two key goals for Destination Stewardship for FY24

- 1) Promote sustainable tourism to preserve natural resources in the Big Sky ecosystem as well focus on responsible travel practices that minimize negative impacts on the environment and local community.
- 2) Preservation of natural and cultural resources that involves protecting and conserving Big Sky's unique features such as its landscapes, wildlife, cultural heritage, and historical sites, to ensure their longevity and availability for future generations.

3b. What research supports your DMO strategy?

Research Initiatives for FY24:

- 1) Silver Ball Pacing Reports: with investments in Key Data (direct source), Placer.AI and AirDNA we're able to support our partners with "real time" data collection in regard to pacing reports that we distribute every two weeks. These reports track real time booking so not only hotels know how their bookings compare to others, but this also gives our restaurants, outfitters and retailers a peek at how busy they might be in the coming weeks. An example: the local Thai restaurant can now see that our hotel occupancy for the week of February 6th is over 80%, they can anticipate ahead of time and staff accordingly.
- 2) Recognize Trends locally, regionally, statewide, and nationally: with over 2000 rooms to fill the industry is always looking at other indicators on demand in our market. We rely greatly on regional and statewide data such as IITR. However, the best indicator is picking up the phone and talking to the team at Xanterra in YNP. They seem to see trends and popularity of the park much quicker than we do. We use this information to confirm our findings.
- 3) Be the "expert" regarding the Big Sky Visitor Economy: Visit Big Sky has made the investment to bring valuable and reliable data to our partners and stakeholders. For many years, the community wasn't combining efforts to share valued information. In 2022, we made the choice to be the "ringleader" for research and hired a consultant to collect all the available data and build out a trusted document every month with an executive summary highlighting the trends that we're seeing in Big Sky.
- 4) Investments in robust "comp" sets for other destinations: Big Sky does look at Montana for a comp set, however, we do need to expand that and make sure our marketing efforts are supporting our destination and making us competitive in the "mountain town marketplace" around the country. For 2023, we invested more into competitive markets using AirDNA data that uses scrapped short term rental data, and we explored 14 other ski destinations in the United States so we could see how we compared. This data has been exceptionally helpful, particularly in looking at our average night stay rates, our occupancy week over week and what room type is most popular.

In FY24 we're expanding our research to support our Destination Management Strategy work. The three new studies will be:

- Resident Sentiment Survey for Big Sky
- Business health and vitality survey-wage analysis for Big Sky
- Visitor Experience Survey for past visitors of Big Sky

Here is a list of our current suppliers for research.

Dean Runyan Associates: Visit Impact Analysis Big Sky 2021

Datafy- Geolocation Targeted Advertising Campaigns Big Sky

Visa Vue- Credit Card Processing for Big Sky, MT

AirDna- Short Term Rental Home Tracking for Big Sky, MT

Placer.AI- Targeted Geo Location using App based tracking for Big Sky, MT

Keydata- Direct Source lodging data for 1300 individual Big Sky properties

State of the American Traveler Survey- Destination Analyst

Blue Room Consulting: research consulting firm

LOCL: google business listing software

IITR: Statewide Intercept Study Information 2022

3c. What are your emerging markets?

Visit Big Sky have identified several emerging markets to support our partner goals for FY24.

- 1) International Canada & Australia: Visit Big Sky is launching a program with partners to actively promote Big Sky in Canada and Big Sky in FY24. As the international market opens, we believe this is a good place to focus our efforts and see additional visitation.
- 2) Past Big Sky visitors in the last five years: using our geolocation technology we're targeting cell phones that have visited Big Sky in the last five years but haven't returned. We're also targeting Ikon pass holders who haven't been back since their last visit.
- 3) Affluent Family Travelers to YNP- using geolocation targeted campaigns we're looking to encourage these high value visitors to visit YNP and stay and explore Big Sky.
- 4) Active Skiers from direct fly markets: using geolocation targeted campaigns we're targeting skier/snowboarders who visit Park City, Vail and Jackson Hole who live in Florida, Texas and California and encourage them to visit Big Sky.
- 5) Sports Tourism- Adventure Racing Events: Start developing a package to attract a key destination race group to add Big Sky to their event calendar. Ideally a Spartan or 29029 Everest Race for early June.

4. Define and describe your overall goals.

A goal is an idea of the future or desired result that a person or group of people envisions, plans and commits to achieve.

- 1) Increase partnerships with Big Sky businesses and attractions to extend our visitation seasons.

Nothing happens by itself in Big Sky. As a destination community, Visit Big Sky has worked tirelessly to become the "trusted partner" in tourism. From data collection to event support to trade missions our office is continuing to be an active partner with our community and our stakeholders.

- 2) Develop additional opportunities to co-promote with Big Sky Resort and lodging partners.

With the role out of our FY24 trade show circuit, we excited to offer partners an opportunity to get in front of key clients in market to share their stories. In the past, a hotelier had to go on their own into market. We're excited to give everyone the tools to work together and expand our reach.

- 3) Establish the new Visit Big Sky website and the accompanying new visitor guide as the local authority for all visitation information about Big Sky.

All new branding and messaging are included in the new visitor guide and website for FY24. With over a year in the making these new visitor facing assets will "step up our game" regarding inspiring and educating our visitors about Big Sky. Robust maps, visitor expectations and novel itineraries are all a part of this new platform.

- 4) Additional new visitor services features such as a central booking system for lodging in Big Sky.

Launching summer of 2023, a direct source community wide booking engine is being introduced to help our future visitors understand the lodging options within Big Sky. This one stop booking engine will include typical hotel lodging options as well as short term rentals, guest ranches and ski in-ski out options as well.

- 5) Media blitz in New York, Los Angeles and San Francisco on a bi-yearly basis with our PR Agency.

Visit Big Sky and Big Sky Resort will be presenting a media blitz for fall 2023 in San Francisco and Los Angeles. Being one of our top visitor locations, we're excited to get top tier placement in key publications such as the Los Angeles Times, San Francisco Chronicle and the Mercery Daily News. We'll revisit New York City in 2024.

- 6) Continue to develop industry resources with data, trainings and listening sessions.

Visit Big Sky will continue to develop the needed tools to our stakeholders to support the Big Sky visitor economy. Gold standard research, frontline trainings for our staff and listening session with partners to make sure we're hearing the issues that are affecting our tourism businesses. The data that is proposed for our Destination Management Strategy will be very helpful in defining where the needs are in Big Sky.

- 7) Manage and execute the Big Sky wayfinding project throughout the community of Big Sky.

Established in FY22, Big Sky continues to rollout the wayfinding project for the community. The project itself has grown immensely, and what was just a 20-sign project in town, has expanded to a major project including Big Sky Resort and Town Center Owner Association. The idea of branding the entire town no matter where you go is so important and we're happy this project has gained momentum despite the timeline having to be extended. With the expansion the "sense of place" for Big Sky will certainly be recognized no matter where you go. It'll be the signature project for the Visit Big Sky team in the last two years.

- 8) Be involved in the efforts to expand the Bozeman/Yellowstone International Airport expansion and flight development.

Lead by Visit Bozeman, Visit Big Sky in cooperation with Yellowstone Country has dedicated funds in the joint-venture line item to support additional flights coming into Bozeman.

- 9) Host media and travel trade from Australia in FY24 for future.

Coming off a successful travel/trade mission to Australia in spring 2023, Visit Big Sky and the Big Sky Resort are planning to return to Australia in spring 2024 to continue the momentum from the previous trip. With only 1% of visitors

to the Big Sky Resort we see advantages of targeting the international traveler to visit Big Sky in the winters. In combination with Jackson Hole in Wyoming, we're developing itineraries that caters to the international skier.

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

- **Administration:** Visit Big Sky continues to need staffing to meet its goals for marketing and destination management services. Specifically, to expand hours of operation at the visitor center.
- **Agency Services:** Visit Big Sky has four agency contracts for services:
 - Marketing: Jay Ray Agency
 - Public Relations/Travel Trade: Emele Hibdon Agency
 - Research: Blue Room Consulting
 - Destination Development Strategies: CrossCurrent Collective
- **Earned Media:** Visit Big Sky continues to put a priority on Earned Media. In cooperation with the PR team at Big Sky Resort we partner in hosting many writers and photographers annually
- **Joint Venture:** Visit Big Sky continues to leverage funds on cooperative opportunities. Key goals for FY24 will be regional support of additional marketing funds for expansion of air services into Bozeman International Airport
- **Marketing Resources:** Continuation in investments around research and data vital to the Big Sky tourism economy.
- **Opportunity Marketing:** Funds set aside for opportunities to market outside of the existing marketing plan.
- **Paid Media:** Continued support of our print and online marketing in key cities as well as Interstate 5 billboard and airport signage.
- **Marketing Personnel:** Visit Big Sky is able to support 1.5 FTE's for dedicated marketing support
- **Product Development:** Key funding for improvements for the visitor experience. From visitor signage to visitor amenities.
- **Research:** Visit Big Sky continues to use this valuable data to watch trends and opportunities to improve our overall understanding of the visitor economy and to support our partners with key information.
- **Travel/Trade Shows:** For FY24 we're expanding our trade show program to actively go into key markets and promote Big Sky as a destination.
- **Visitor Services:** Visitor service needs continue to grow and we're striving to be open six days a week, 300 days a year. We are engaging in a new visitor information texting platform to deliver key information to visitor as they plan their trips.
- **Website Development:** Continued investment in our website platform and a concentrated effort to make it more mobile friendly.

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Objectives/Metrics/Evaluation

Objectives	Measurable Metrics for Success	Report the Metric Achieved	Evaluation of Measurable Metrics for Success
Targeting Key Journalists:	<p>Secure positive media coverage in 12 targeted outlets within the desired destinations within 6 months.</p> <p>Increase the number of articles supporting Visit Big Sky messaging by 20% compared to the number of supporting articles in FY23.</p> <p>Host 4-6 targeted international writers to expand coverage in new markets of Australia, Mexico and Canada</p>		
Big Sky Attendance at Domestic and International Ski/Travel Shows	<p>Participate in 5-6 ski/travel shows in the US, 2 in Canada, and 2 in Australia, generating 10 new partnerships and collaborations.</p> <p>Measure the return on investment (ROI) by tracking the number of leads generated and partnerships established at each show.</p>		

<p>Destination Management Strategy</p>	<p>Kick off and complete Phase I of the Build a Foundation for destination management strategy by September 2023 with monthly task force meetings attended by key stakeholders.</p> <p>Ensure a minimum stakeholder attendance rate of 65% for the monthly task force meetings of the destination strategy program within the first quarter.</p> <p>Community strategy workshops for the destination strategy plan by spring 2024, incorporating input from task force meetings and stakeholder feedback.</p> <p>Initiate visitor feedback survey through online platforms for the Destination Management Strategy with a goal of 300 completed surveys with 30 days of launch with a survey closure by September 2023.</p>		
<p>Visitor Market Research and Reporting</p>	<p>Distribute 12 monthly visitation reports to partners and stakeholders by the 30th of each month. Report will include key metrics such as visitor demographics, visitation trends, and occupancy pacing.</p> <p>Deliver 26 bi-weekly pacing reports on direct source lodging data to stakeholder newsletter list</p> <p>Establish resident sentiment survey with over 300 responses from Big Sky residents</p>		
<p>Occupancy Rate Increase in late May 2024 and see an extensions of summer occupancy in September/October of 2023.</p>	<p>In targeted campaign locations see a 10% increase in visitors coming to extend our summer and winter season.</p>		
<p>Conversion Rate on campaigns to increase 3% YOY in same target market</p>	<p>On all indicators measuring conversion we'll see a 3% increase YOY. That includes:</p> <ul style="list-style-type: none"> • website visits • leads • visitor guide request • in-market arrivals 		
<p>Customer Satisfaction and Reviews</p>	<p>Collect over 300 consumer engagement in summer and winter surveys that were done to a Big Sky visitor. Benchmark goal of having a 80% positive experience rate or higher.</p>		

DMO Budget

Allowable Methods	Amount Budgeted	% of Budget Allocated	Amount Expended	% of Budget Expended
Administration	\$155,000.00	18.79	\$0.00	0
Agency Services	\$65,000.00	7.88	\$0.00	0
Cooperative Marketing	\$10,000.00	1.21	\$0.00	0
Earned Media/Tourism Sales	\$50,000.00	6.06	\$0.00	0
Education/Outreach	\$12,000.00	1.45	\$0.00	0
Joint Venture	\$30,000.00	3.64	\$0.00	0
Marketing Resources	\$36,000.00	4.36	\$0.00	0
Opportunity Marketing	\$40,000.00	4.85	\$0.00	0
Paid Media	\$70,000.00	8.48	\$0.00	0
Marketing Personnel	\$77,000.00	9.33	\$0.00	0
Product Development	\$60,000.00	7.28	\$0.00	0
Research	\$60,000.00	7.28	\$0.00	0
Travel/Trade Shows	\$40,000.00	4.85	\$0.00	0
Visitor Services	\$100,000.00	12.12	\$0.00	0
Website Development (Online, Website, Mobile)	\$20,000.00	2.42	\$0.00	0
	\$825,000.00	100.00	\$0.00	0.00

Narrative Evaluation

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DMO Plan Attachments

Description

File Name

File Size

Reg/CVB Required Documents

Description	File Name	File Size
Certificate of Compliance for FY24 application	20230428_FY24 CERTIFICATE OF COMPLIANCE TO BE SUBMITTED WITH THE.pdf	144 KB
VBS Bylaws	Revised-VBS-Bylaws-050218(2).pdf	189 KB
April 2023 VBS board meeting approval of FY24 DMO Plan	VBS_SPECIAL_Board_Minutes_4_20_23[90].docx	49 KB

