

2017-2018



**MARKETING PLAN
AND BUDGET**

VisitBillings.com



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ESTABLISHMENT OF DESTINATION

VISIT BILLINGS

A DESTINATION MARKETING ORGANIZATION

Visit Billings is a leading brand comprised of the Billings Tourism Business Improvement District and the Billings Convention and Visitors Bureau and is managed by the Billings Chamber of Commerce.

Together with the Billings Chamber of Commerce/Convention and Visitors Bureau (BCC/CVB) and Billings Tourism Business Improvement District (BTBID) Boards, the Visit Billings team is committed to growing visitation at Montana's Trailhead. The staff is an extension of its stakeholders (lodging partners) working to provide sales, services and marketing support to the local hospitality industry.

As a destination marketing organization or DMO, Visit Billings is an organization charged with representing Billings as a destination, helping with the development of the tourism industry

and community through travel and tourism promotion, marketing and strategies.

MISSION STATEMENT

The mission of Visit Billings is to generate room nights for lodging facilities in the city of Billings by effectively marketing the region as a preferred travel destination.

VISIT BILLINGS 2027

Together with community, regional and state partners, the Visit Billings team will continue to strategize with local leaders, community associates and stakeholders to ensure a solid foundation of success into the next decade of travel promotion at Montana's Trailhead while working in the here and now to grow visitation in support of local stakeholders.

BILLINGS IS "MONTANA'S CITY"

Shaped by the Yellowstone River and sheltered by the sandstone Rimrocks, Billings is a place of forever views and forever memories, where urban amenities and modern convenience meet the edge of the genuine frontier. Where the adventure of the untamed wilderness and history are out your front door.

Conveniently positioned in the region as the largest city between Calgary and Denver, Spokane and Minneapolis, Billings proudly serves a trade area serving more than 500,000 residents with diverse shopping, award-winning cuisine, arts and culture.

Warm, genuine people take the time to welcome you and greet you with a smile. Unparalleled access to some of the most breathtaking and historic wonders in the United States including Yellowstone National Park, Beartooth Highway, Bighorn Canyon, Little Bighorn Battlefield, and Pompeys Pillar make Billings an idyllic destination for connecting to the best that Montana offers.

LET THE TRAIL LEAD YOU TO BILLINGS, MONTANA'S TRAILHEAD.

VISIT BILLINGS TEAM

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it's
Billings
Chamber of Commerce

ABOUT BILLINGS

Billings, population 110,000, is well-positioned in southeast Montana as a gateway to Bighorn Battlefield National Monument, the northeast entrance to Yellowstone National Park, Pompeys Pillar National Monument and urban amenities on the edge of the genuine frontier. Billings is also situated with great access to some of the key areas in Montana's State Park system including Pictograph Cave and Chief Plenty Coups State Parks. The county seat of Yellowstone County and largest city in the state, "Montana's City" is also the region's economic hub. Major industries including agriculture, energy, healthcare, finance, education and tourism all help drive the local economy.

Popular attractions locally include the Yellowstone Kelly Interpretive Site, Walkable Brewery District in Historic Downtown Billings, Montana's only zoo and botanical park, contemporary and western museums, several theaters, music venues, a state-of-the-art public library and a number of outdoor community festivals. Today, Billings offers nearly 50 miles of multi-use trails and 24 miles of bike lanes. From the sandstone Rimrocks to the Yellowstone River, which is the longest free-flowing river in the lower 48, Billings residents invite visitors to experience the magic of Montana's Trailhead.

Amazing Big Sky summer weather and snowy winters offer ample opportunity for outdoor enthusiasts to experience all four seasons and the accompanying adventures. Nearly 5,000 hotel rooms along with recreational, cultural and adventurous experiences as well as numerous retail and restaurant offerings and several hundred thousand square feet of flexible meeting space are ready to accommodate any traveler's needs and preferences.

#1 BEST TOWN 2016

Outside Magazine

64 towns. 1 winner. Picking the contestants for our sixth annual Best Town Ever contest wasn't easy. We looked for places with great access to trails and public lands, thriving restaurants and neighborhoods, and, of course, a good beer scene - all while excluding the winners and runners-up from the past three years to make room for hidden gems, underdogs, and towns on the rise. - [Outside Magazine](#)



Voting began via social media and winning towns narrowed using a bracket system. Billings came out the winner with the most votes on May 27, 2016. This win included national recognition on social media. *Outside Magazine* sent a journalist and photographer to Billings, which resulted in a four-page spread in the September 2016 issue of *Outside Magazine*, along with capturing the cover placement.

WHAT THEY'RE SAYING ABOUT BILLINGS

2017

- ▶ *Reader's Choice Award – SportsEvents*
- ▶ *Top 5 Best Midsized U.S. Mountain West Cities to Visit in 2017 – RewardExpert*

2016

- ▶ *Best Sustainable Community, Runner Up – Sunset Magazine*
- ▶ *#1 Best Town 2016 – Outside Magazine*

2015

- ▶ *Top 100 Best Place to Live – Livability*
- ▶ *Platinum Choice Award (PCA) as a Meeting and Convention Destination – Smart Meetings*
- ▶ *Reader's Choice Award – Sports Destination Management Magazine*
- ▶ *Chamber of the Year – Association of Chamber of Commerce Executives*

2014

- ▶ *Top 10 Best Beer City – Livability*

2013

- ▶ *6th Greatest Place in the Nation to Live – Kiplinger*
- ▶ *26th Best Performing Small City (job & wage growth) Milliken Institute*
- ▶ *Top 25 Places to Retire – Forbes*
- ▶ *City with 6th Lowest Taxes – Office of Revenue Analysis, U.S. Government*

2011

- ▶ *Beartooth Highway ranked #1 Motorcycle Ride in the U.S. – American Motorcycle Association*
- ▶ *One of America's Best Getaway Cities – Daily News Entertainment*

2010

- ▶ *Top 10 Cities with the Strongest Economy (#2) – Parenting*
- ▶ *Top 20 Greatest Places to Live in the West – American Cowboy*
- ▶ *Top 50 Most Bicycle Friendly Community in the U.S. (#37) – Bicycling Magazine*



EXECUTIVE SUMMARY

Tourism is a pillar of economic growth for Billings and the region. Events, attractions, existing infrastructure, culture and history along with a strong destination marketing organization (DMO), supportive tourism partners and active business community position Montana's Trailhead successfully as a preferred travel destination. Tourism is strong in Billings. Major feats in recent years have been realized and huge strides have been made in gaining market share in existing markets. However, to say tourism marketing and promotion are evolving would not only be an understatement, but a misunderstanding of the transition the travel industry is currently experiencing. Billings and southeastern Montana are not immune to this shift and, in fact, economic indicators are impacting the local tourism industry beyond how people are choosing where to go on their next long weekend. But, let's begin there.

For Visit Billings, as a DMO, the definition of tourism marketing of year's past is no longer relevant. How you, your family, friends and colleagues plan trips has completely transitioned and continues to progress. How do you find that next place you want to visit? Once you zero in on the place or places, how do you choose where to stay? Hotels, motels, AirBNB, VRBO or campgrounds? How much do mobile applications impact your decisions in transit and upon arrival? How much does social media impact where you plan to go? Facebook, Instagram, Twitter, Pinterest, TripAdvisor, Google Reviews? With marketing dollars being worth less and less and budgets holding, it's important for DMOs to be as effective and strategic as ever with investments. Planning behaviors are constantly progressing and a DMO, like Visit Billings, and a destination, like Billings, need to be relevant, appealing, competitive and authentic.

The Visit Billings boards and team have an incredible job. We work each and every day to help create moments, adventures and memories for visitors looking for bucket list experiences under Montana's big sky. The Visit Billings staff is constantly assessing the significance of what places and events are speaking to visitors and potential visitors along with the most successful marketing methods, visuals and messaging to reach them in hopes we capture real estate on a traveler's or group's digital itinerary. Research submitted to the Montana Office of Tourism and Business Development (MOTBD) recently shows travelers are taking shorter trips and that data, coupled with the U.S. Travel Association's Project Time Off Reports, stress the importance of being mindful in tourism marketing today more than ever.

Along with executing the strongest marketing and sales campaigns and efforts from a DMO perspective, it's essential that Billings tourism partners and the business community as a whole are forward-thinking and aware of the quality of life strengths and weaknesses of the destination. A mentality that the best of the tourism industry has come and gone or that community residents should just be thankful for what amenities the city already offers, or for a businessperson to not support certain projects because he or she feels threatened by the possibility of competition will simply halt growth, weaken the industry and result in major implications for the destination, the DMO and the industry's impact on local and regional economies. As a whole, the future of tourism in Billings is strong and vibrant assuming industry partners stay focused and forward-thinking, drowning out detractors while listening to constructive opportunities.

Meantime, the coal and oil slumps affecting eastern Montana and northern Wyoming are impacting the regional drive market for the leisure segment. Some towns are seeing thousands of residents leave to follow jobs in other states while residents in other communities are working to make mortgage payments, not to travel for a concert or to spend freely on a long weekend.

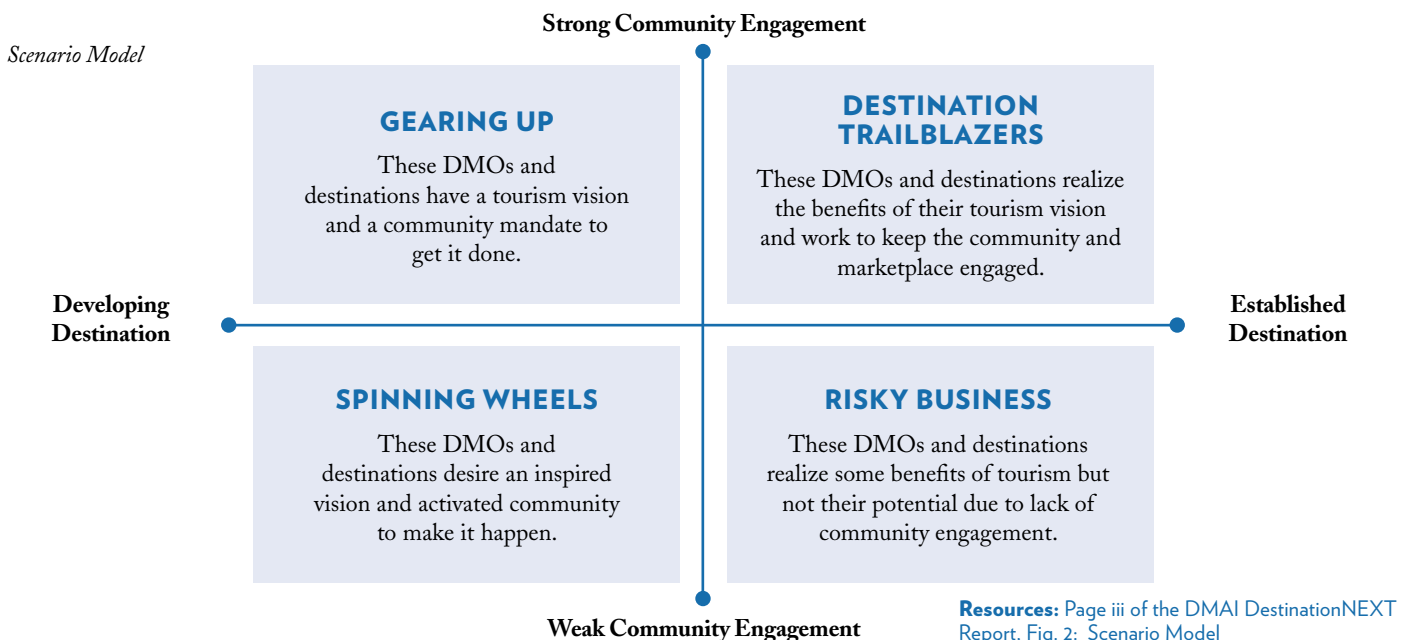
Regarding national and international leisure drive markets, there is strong growth, but the Wyoming Office of Tourism is effectively luring westbound and northbound visitors to stay in Wyoming and use the 'shortest and most scenic' route into Yellowstone National Park (YNP) via the east entrance near Cody. Wyoming's second strongest industry is tourism. The Wyoming Office of Tourism, a strong competitor to Montana, continues to strategize and invest to keep visitors en route to Yellowstone National Park - in Wyoming. MOTBD invests funds annually promoting Yellowstone, however, without strategies that invite the westbound drive market to travel north into southeast Montana to experience attractions like the Bighorn Battlefield and Pompeys Pillar National Monument, the Warrior and Dinosaur Trails, Montana State Parks like Makoshika, or a wildly scenic route into YNP via the scenic Beartooth Highway, visitors coming from key markets in the eastern United States like Illinois and Minnesota may head west right into Cody and into the east entrance to Yellowstone, never accessing Montana. This equates to lost opportunity and lost revenue for Montana and its communities.

In conclusion, the historic value of the Lewis and Clark Trail at Pompeys Pillar National Monument or the Battle at Little Bighorn, are major draws for travelers, particularly when included in a larger national park or adventure-oriented itinerary. However, with limited exposure from MOTBD and no southeast Montana hook beyond regional and DMO marketing efforts, it may be considered difficult

to increase reach and attract more visitors. The significance of having a major pillar, if you will, in eastern Montana that is not 'the plains,' could be considered essential to Montana tourism. This topic in the tourism conversation is not new, but will hopefully take shape in the near future.

The Visit Billings team and agency (A.D. Creative Group) are working in tandem to enhance the branding of the product and marketing efforts with a proactive effort of adapting to ever-changing traveler touch points and engagement methods. FY18 will see new research mined per TBID Board direction. The team is also adapting to economic indicators and market transitions in order to better showcase Billings effectively to markets offering potential growth. The overall goals outlined in this 2017-2018 (FY18) Marketing Plan and Budget will continue to position Billings as an exciting choice for the leisure, business and sports visitor. The Visit Billings Boards - Billings Chamber/Convention and Visitors Bureau (CVB) and Tourism Business Improvement District (TBID) - are working simultaneously to position the city for growth with initiatives like air service progression and planning, 2019 legislative efforts and supporting specific infrastructure development like the Yellowstone Kelly Interpretive Site. These combined efforts will assist Billings as a travel destination in conjunction with tourism promotion and stakeholder support.

Assessing where Billings and Visit Billings are on the Scenario Model created by Destination Marketing Association International (DMAI) in its DestinationNEXT Report, it's important to forge ahead in FY18 and develop future strategies regarding Visit Billings 2027 in order to move into the Destination Trailblazers quadrant. Goals and tactics in the FY18 plan including the gathering of general market and sports research will help generate intentional conversations regarding the DMO's and destination's next ten years.



VISIT BILLINGS FUNDING

Visit Billings is funded primarily through the Billings Tourism Business Improvement District (BTBID) and through a portion of the State Lodging Facility Use Tax.

The BTBID assesses \$2.00 per occupied room night on all hotels and motels in the city of Billings with six (6) or more sleeping rooms. The BTBID funds stay local for promotion of tourism in and around Billings to support and grow business opportunities for the destination and its stakeholders.

Additionally, there are two Montana taxes imposed on users of an overnight lodging facility (such as a hotel, motel, campground, dude ranch and guest ranch) which are collected by the facility and remitted to the Montana Department of Revenue. These two taxes are a 4% Lodging Facility Use and a 3% Lodging Facility Sales, for a combined 7% lodging tax. The Lodging Facility Sales Tax (3%) is deposited into the State's General Fund. The Lodging Facility Use Tax (4%) is allocated to the Department of Commerce for tourism promotion on the state and local levels including Montana's Tourism Regions and Convention and Visitors Bureaus (CVBs), like the Billings CVB.



ACCOMPLISHMENTS/ VISIT BILLINGS WINS

AMERICAN AIRLINES BIL/DFW

Billings now offers direct, year-round, daily service to Dallas as a result of successful strategies with community partners and American Airlines.




MONTANA HAS NEVER BEEN CLOSER
American Airlines Daily Direct Flight Between Billings, MT and DFW Begins June 2, 2017.

Outside
BEST TOWN EVER
2016

EVER CONSIDERED A VISIT TO MONTANA?
Billings, Montana's largest city, offers urban amenities on the edge of the genuine frontier. Breathtaking vistas, outdoor recreation, adventures, and easy access to YELLOWSTONE NATIONAL PARK makes your trailhead to a bucket list worthy vacation. Now, we're just a short, three hour flight away.

LEARN MORE AT: VisitBillings.com/DallasMavs



2017 & 2018 NAIA DI WOMEN'S BASKETBALL WIN

Major win for the community, tourism destination and Visit Billings as thousands visit and attend Wells Fargo NAIA Division I Women's Basketball National Championship.



2017 NAIA DI WOMEN'S BASKETBALL CHAMPIONSHIP
PRESENTED BY WELLS FARGO

DON'T MISS THE ACTION 32 TEAMS UNLIMITED COMPETITION!

MARCH 15-21, 2017
Rimrock Auto Arena at MetraPark
BILLINGS, MONTANA

Mark your calendars and plan now to attend.
For ticket info and more:
www.visitbillings.com/naia

IN PARTNERSHIP WITH:




PRESENTED BY:











GAME ON WELCOME
2017 NAIA DI WOMEN'S BASKETBALL NATIONAL CHAMPIONSHIP



ACCOMPLISHMENTS/ VISIT BILLINGS WINS

GOLD WING ROAD RIDERS ASSOCIATION WING DING 38

Gold Wing Road Riders Association (GWRRA) officials consider Wing Ding 38 a success as thousands traveled to Billings for the world's largest motorcycle touring rally.



NCAA DII EVENT AWARDED

Billings will play host to the 2018 and 2020 NCAA DII West Region Cross Country Championships, helping better position the destination as a sports events hub.



WINTER-IN-MONTANA.COM

A leisure win this year as visitors showed enthusiasm in learning more about winter activities at Montana's Trailhead. This year's winter campaign focused on why you want to make Billings a destination on a snow day. Gear up and getaway to Billings for snow shoes and warm brews.



YELLOWSTONE KELLY INTERPRETIVE SITE - NEAR COMPLETION

Thanks to partnerships with the Billings Chamber of Commerce, City of Billings, Billings area lodging partners and the business community, soon tourists will have a new site to visit when the Yellowstone Kelly Interpretive Site (YKIS) is revealed. Look for Yellowstone Kelly's grave site atop the Billings Rimrocks along Swords Rimrock Park to learn about the life of this warrior, veteran and scout.

OUTDOOR WRITERS ASSOCIATION OF AMERICA (OWAA)

Hundreds of outdoor writers converged at Montana's Trailhead to experience the history, culture and adventures of Billings, southeastern Montana and Yellowstone National Park.

STRENGTHS

ACCESSIBILITY TO UNSPOILED NATURE

- The most scenic entrance to **Yellowstone National Park** is via the **Beartooth Highway** which is a **National Scenic Byway and All-American Road**, 60 minutes from Billings
 - › **Red Lodge** – 60 miles
 - › **Beartooth Highway** – 65 miles
 - › **Absaroka-Beartooth Wilderness Mountains** – 60 miles
 - › **Yellowstone National Park** NE entrance at Cooke-City/Silver Gate (summer access via vehicle; winter access via snowmobile) – 140 miles
- The only physical evidence along the Lewis and Clark Expedition is located at **Pompeys Pillar**, 30 miles from Billings
- Native American Culture
 - › **Little Bighorn Battlefield National Monument** – 60 miles
 - › **Bighorn Canyon National Recreation Area** – 85 miles
 - › **Crow Fair** at Crow Agency (August) – 80 miles
 - › **Chief Plenty Coups State Park** – 35 miles
- Local attractions right in Billings
 - › Rare, sandstone **Rimrocks** define the city and offer an unexpected backdrop and vantage points of the horizon
 - › Walking, hiking and biking trails right in Billings
 - › The longest free flowing river in the lower 48, **Yellowstone River**, runs just south of town
 - › **Pictograph Cave State Park** – 7 miles

VIBRANT COMMUNITY APPEAL / ARTS & CULTURE

- Historic Downtown Billings and Montana's only Walkable Brewery District, which includes six breweries, two distilleries and a Cider House
- Museums serving contemporary to western tastes
 - › Yellowstone Art Museum
 - › Western Heritage Center
 - › Yellowstone County Museum
- Lively music, theater and nightlife scene - Magic City Blues, Alberta Bair Theatre and MontanaFair
- Flavors of all kinds including Farm to Table offerings
- State-of-the-Art Library
- Shopping ranging from specialty boutiques to name brand retailers like Scheels at Shiloh Crossing

ACCOMMODATIONS & FACILITIES

- Nearly 5,000 hotel rooms in 55 different hotels ranging from brand name chains to local historic properties
- 360,000 square feet of flexible meeting space
- 10,000 seat Rimrock Auto Arena at MetraPark
- Numerous unique meeting settings including the Historic Billings Depot, Henry's Garage and Swift River Ranch

AIRPORT

- Billings Logan Airport serves ten (10) cities directly with major airlines Delta, United, American Airlines, Alaska and Allegiant.
- Cape Air serves northeast Montana with several daily intrastate flights.
- **Non-stop** flights are offered daily, weekly and seasonally.
 1. Seattle (daily)
 2. Portland (daily)
 3. Salt Lake City (daily)
 4. Denver (daily)
 5. Minneapolis/St. Paul (daily)
 6. Dallas/Fort Worth (daily)
 7. Las Vegas (weekly)
 8. Phoenix (weekly)
 9. Los Angeles (seasonal)
 10. Chicago (seasonal)



SPORTS DESTINATION

- Billings offers sports teams to delight and entertain visitors and locals
 - › **Billings Mustangs Baseball** - rookie affiliate team to the Cincinnati Reds has home games June-Sept – Dehler Park
 - › **Billings Bulls Hockey** - action-packed season is played Oct-Feb at Centennial Ice Arena
- Community wide events attract athletes from all over the country
 - › Yellowstone Kelly Mountain Run
 - › Big Sky State Games - region’s largest Olympic style state games
 - › Montana Marathon (Boston Marathon qualifier)
 - › Montana Women’s Run
 - › Heart & Sole Run (5k regional qualifier)
 - › 406 Duathlon Challenge
 - › Trailhead Trifecta
 - › Montana Warrior Run
- Sporting venues allow Billings to position itself as a contender in vying for tournaments and competitions
 - › Dehler Park \$12 million multi-use baseball stadium
 - › Amend Park soccer, lacrosse and cross country fields
 - › MetraPark Grounds including Rimrock Auto Arena
 - › Two universities, four high-schools with full sports facilities and two state-of-the-art middle schools

STRONG ECONOMY & BUSINESS CLIMATE

- Medical - two nationally renowned hospitals including one Mayo Clinic Partner
- Supportive local business climate
- Partnership with Chamber of Commerce, Big Sky Economic Development, Downtown Billings Alliance as well as City of Billings and Yellowstone County officials strengthens community ties
- Strong agricultural support for state and region
- Oil refineries (Exxon Mobil, Phillips66 & Cenex Harvest States)



OPPORTUNITIES

OIL, GAS & COAL

- The regional leisure tourism segment benefits from the oil, gas and coal workforce in eastern Montana and northern Wyoming. The current oil, gas and coal production slump has impacted Billings as a tourism destination. Regional visitors who would typically be traveling to Billings for entertainment and shopping, which equates to room nights, are instead staying close to home.

WYOMING TOURISM EFFORTS

- Wyoming’s second strongest industry is tourism. The Wyoming Office of Tourism, always a major competitor for Montana, is strategizing and investing more than ever to keep visitors en route to Yellowstone National Park in Wyoming. The Montana Office of Tourism and Business Development (MOTBD) invests millions of dollars annually in promoting Yellowstone National Park as a tourism pillar. However, without strategies that invite the westbound drive market to travel north into southeast Montana to experience Bighorn Battlefield and Pompeys Pillar National Monument, the Warrior and Dinosaur Trails, or the most scenic route into Yellowstone National Park via the Beartooth Highway into the northeast entrance at Cooke

City/Silvergate, visitors coming from key markets in the eastern United States like Illinois and Minnesota will head west right into Cody and into the east entrance to Yellowstone, never accessing Montana which equates to an opportunity and revenue lost in Montana communities.

AIRPORT

- Billings Logan Airport, though offering consistent and strong air capacity, is perceived as not keeping pace with necessary and/or potential growth as compared to other Montana destinations. Billings has lost market share in the form of deplanements in recent year as competing Montana communities work hard to attract travelers. However, Billings Logan, together with community partners including Visit Billings and the Billings Chamber of Commerce, has successfully secured a direct flight to Dallas/Fort Worth with American Airlines. Such an opportunity allows Billings to compete and yield growth in the future. Visit Billings is assisting in the marketing of this AA flight between BIL and DFW. In the meantime, the City of Billings is working to invest in a major expansion of Billings Logan Airport to better accommodate the traveler and carriers alike.

OPPORTUNITIES

AIRPORT CONT.

- In many cases, airfare is higher than competitive cities. This can be considered a concern for Billings as a destination, particularly with the leisure, sports and conventions recruitment efforts. Billings Logan statistics state that, on average, airfare into Billings fluctuates a few dollars higher or lower as compared to competitive Montana destinations, like Bozeman.

GROUND TRANSPORTATION

- With the addition of Uber in the Billings market, ground transportation has substantially improved. However, taxicab services continue to be inconsistent regarding availability and often times are offered in a shuttle format, meaning a rider may share the cab with other riders taking longer to get to a store, restaurant or attraction. There is typically not a price break in this group ride scenario. There is room for improvement in this transportation offering to Billings, but the burden lies with individual businesses.

NOTHING TO DO

- There is an ongoing perception or stigma, still, that there can be nothing to do in Billings. This is beginning to evolve, but the investment into brand lift to focus on the positives at Montana's Trailhead are as important as ever in changing mindset. It's important for stakeholders and business owners to realize the importance of community development. As quality of life improves in Billings and Yellowstone County, so will the offerings to potential visitors. This transformation will help with community pride efforts as well.

CONVENTION FACILITIES

- Billings offers no state-of-the-art, structured, large-capacity convention center on a campus setting.
- Existing facilities are spread throughout the city and research has found some to be either dated or not in convenient locations, i.e. close proximity to shops, restaurants and points of interest.

WALKING EXPERIENCES/GATHERING AREAS

- Downtown Billings offers a vibrant exploring experience and outdoor shopping venues like Shiloh Crossing and the West Park Promenade are strengths, but there are few other offerings that encourage guests to explore town.
- Investments in the Billings trail system, including the Marathon Loop, are top priorities of the Chamber of Commerce's Trails Committee and Billings TrailNet. Both organizations have a robust volunteer base, while City and County support and strategies help strengthen walkability in Billings. The business community's investment into the Yellowstone Kelly Interpretive Site (YKIS) along Swords Rimrock Park is a prime example of local residents wanting to invest more into the community for quality of life and tourism impacts.

SMALL TOWN DESIGNATION

- Billings is a vibrant community and the largest in the state, however, it is not small and charming per the MOTBD brand pillars. Gaining Montana Tourism brand support as a viable destination in the region is an ongoing challenge for Visit Billings and its stakeholders.

AESTHETICS/GATEWAYS

- Entering Billings via Interstate 90 is especially dreary at nearly half of the city's exits – with refineries and other industrial activities sprawled all over the place (Randall Travel Marketing, 2010). If a visitor travels to Billings via air, the arrival experience is strong at Billings Logan Airport. The aesthetics via the I-90 corridor aren't as inviting nor welcoming. The exits need improvement in some cases, like berms, wayfinding signage and landscaping that can be more appealing and enticing for visitors contemplating a stopover.

CHALLENGES

CONCLUSION

- Convention Center – push back from a majority of lodging partners has slowed progress and could impact the Meetings and Convention segment.
- A new convention center in any Montana city could steal market share from Billings. The Meetings and Conventions segment makes up 24% of the tourism industry (Randall Travel Marketing, 2010).
- Again, Wyoming positions itself consistently as offering “a more desirable entrance to Yellowstone National Park” via Cody and more scenic means of traveling the west from Mount Rushmore instead of taking the Warrior Trail in southeast Montana. Visit Billings is working to put measures in place to entice travelers to route north through Montana into Billings instead. However, MOTBD needs to be aware of the impact of Wyoming tourism marketing efforts. Wyoming is not a competitor to Billings. It's competition for Montana.
- Billings is a strong sports destination with the potential to recruit significantly more youth, collegiate and amateur events if sports facility offerings were expanded.
- Ongoing flux in the Canadian exchange rate directly impacts the viability of this market.

MOTBD BRAND PILLAR ALIGNMENT

Visit Billings is committed to keeping Montana Office of Tourism and Business Development's (MOTBD) key brand pillars front-of-mind in all marketing efforts to present a holistic Montana experience to visitors. There are many ways the MOTBD 2013-17 plan speaks to Billings as a destination. In other instances, Billings will seek to position itself as a valuable contributor to the state's tourism efforts as some elements of the MOTBD strategy are difficult to adorn onto Montana's largest city. As Montana's largest and most urban community, it can be difficult for Visit Billings to 'fit' Billings into the MOTBD mindset at all times.

STRATEGY 1

COMMUNICATE AND DELIVER MONTANA'S SPECTACULAR UNSPOILED NATURE IN A WAY THAT MAKES IT REAL, TANGIBLE AND ACCESSIBLE TO THE VISITOR.

Billings is coined "Montana's Trailhead" due largely in part to its favorable positioning in the region. Drive one hour in any direction from Billings and you're offered access to iconic attractions like Pompeys Pillar, Bighorn Canyon, Little Bighorn Battlefield and Beartooth Highway.

In the heart of the city, Billings is framed by the remarkable sandstone Rimrocks and the Yellowstone River sits just to the south of town. Dozens of miles of multi-use trails and bike lanes wind in and around the city with a 26-mile marathon loop nearing completion. Swords Rimrock Park Trail, overlooking the city of Billings, was named a Montana Trail of the Year by the Montana Fish, Wildlife and Parks Department. Yellowstone Kelly's Gravesite sits at Swords Rimrock Park. The Billings Chamber of Commerce and its partners are spearheading a major renovation of the site scheduled to be open to the public in the fall of 2017.

From Billings, visitors can see six mountain ranges – the Bighorns, Pryors, Beartooths, Crazyes, Big Snowies and Bull Mountains.

Visit Billings communicates incredible access to unspoiled nature with inspiring imagery and motivating content, from the Yellowstone River to the Rimrocks and all trailhead access to state and national parks/destinations.

STRATEGY 2

HIGHLIGHT AND HELP DEVELOP VIBRANT AND CHARMING SMALL TOWNS THROUGHOUT MONTANA.

As the largest community between Calgary and Denver, Spokane and Minneapolis, Billings is a vibrant community with access to small towns via Visit Southeast Montana and Yellowstone Country. Billings may boast big city amenities, but it does offer a truly small town feel. Billings offers travelers a destination for shopping, nightlife, dining, accommodations and culture – on the edge of the genuine frontier and near small-town Montana.

Equally as important to the visitor, in Billings the warm hardworking people possess a perspective that is uniquely Montanan and inherently individual. Billings' residents look you in the eye and take the time to make you feel welcome. After a good night's sleep and hearty breakfast, the good folks of Billings are happy to direct visitors toward epic day trips and points of interest in neighboring regions.

STRATEGY 3

INTEGRATE NATURE AND TOWNS TO OFFER AND DELIVER A BALANCE OF "BREATHTAKING EXPERIENCES" AND "RELAXING HOSPITALITY."

Whether visitors seek adrenaline pumping adventure or easy paced experiences, Billings is the perfect place to set up home base. With nearly 5,000 hotel rooms, a wide variety of local attractions, and access to breathtaking views and Montana icons, Billings will surprise and delight visitors from all walks of life.









TRAVEL DECISION PROCESS

THREE PHASES: INSPIRE, ORIENT, FACILITATE

According to the current Montana Tourism and Recreation Strategic Plan, the best way to consider how the potential traveler considers and contemplates trip planning and execution of an itinerary is as follows:

THE PROCESS IS DEFINED BY USE OF THE FOLLOWING TERMINOLOGY AND CORRESPONDING DEFINITIONS:

INSPIRATION – *The process of being mentally stimulated to do or feel something, especially to do something creative.*

ORIENTATION – *The relative physical position or direction of something.*

FACILITATION – *The action of facilitating something to make it easy or easier.*

THE INSPIRATION PHASE is where the traveler is made aware of the general product and develops a desire to visit the destination. The Montana Office of Tourism and Business Development (MOTBD) is responsible for the foundation of this marketing mindset via Montana's brand image, per the strategic plan. MOTBD markets Montana's key tourism pillars to inspire potential visitors to the state with inspirational imagery and copy. MOTBD focuses strategies on Yellowstone and Glacier National Parks as well as mountain adventures. Therefore, in the inspirational phase, Billings must strategize to position our destination as a viable city to include on one's itinerary.

- Billings is well situated between the historic landmarks of southeast Montana and the awe-inspiring landscapes of Yellowstone Country. Working to compliment MOTBD efforts, Visit Billings will continue to leverage stunning imagery, targeted messaging and compelling calls to action in marketing materials and placements to the promising national and international markets. Headlines include "Let the Trail Lead You" which seeks to inspire travelers to include Billings in their travels as a stopover between major National Park Service entities like Mount Rushmore, Bighorn Battlefield, Pompeys Pillar National Monuments and Yellowstone National Park. Billings boasts access to the Beartooth Highway which Charles Kuralt called "the most beautiful drive in America." As a destination, Billings offers stunning vistas via the sandstone Rimrocks and access to the Yellowstone River, all reasons to choose southeastern Montana as part of one's route. Wyoming's state tourism office strategizes to keep the drive market in Wyoming by enticing travelers making 'on the road decisions' to access Yellowstone National Park via Cody. Visit Billings hopes to work closely with MOTBD in the future to help ensure potential travelers are inspired to make eastern Montana part of their travels for incredible adventures and ease of access to landmarks and experiences beyond the MOTBD brand pillars.
- Regionally, Billings itself offers a vacation destination to many neighboring communities. Ongoing "weekender" campaigns will inspire and invite the driving audience to explore and enjoy all Billings has to offer in entertainment, outdoor activities, cultural and historic interests and recreation.

THE ORIENTATION PHASE is where the traveler begins researching the details of his or her trip. This phase focuses on the route the traveler will take to arrive at the chosen destination and the mode of transportation used to get there. Per the strategic plan, Montana's visitors have multiple destinations to consider within the state and bordering states. Regions and CVBs provide tools to help the visitor plan a route and encourage a longer stay.

- All Visit Billings marketing placements direct prospective travelers to a comprehensive website at VisitBillings.com. The site is maintained regularly and provides in-depth information, maps, guides, suggested itineraries and must-sees in Billings and the area. The easy-to-navigate data is cataloged so each demographic or segment can find what suits their tastes and needs. Updates including content refresh, compelling screen imagery carrying on inspiration, mapping and showcasing of key historic, cultural and experiential options at Montana's Trailhead are also made often.
- The air service map was expanded to a dedicated "Get Here" page including an updated map showcasing the direct flights with United and Delta as well as American Airlines' expansion into the Billings' market with a daily, direct flight between Dallas/Fort Worth (DFW) and Billings Logan (BIL). The page also includes stay and fly rates offered to regional residents driving to Billings for air service. Cape Air is an important partner in the regional leisure market serving smaller eastern Montana communities where residents may choose to fly to Billings in order to shop, schedule use of services and enjoy entertainment and activities.
- In FY18, the Walkable Brewery District map will be redeveloped and expanded to include a new Cider House as well as coffee brew houses.
- The Billings Guidebook is also available digitally via the website and is mailed at no-charge upon request. The Visit Billings team is committed to responding to web and phone inquiries promptly.




THE FACILITATION PHASE is where the traveler seeks experiences en route to a destination and during a stay.

- Tourism Regions, Convention and Visitors Bureaus (CVBs), communities and organizations must all work together to make visitors aware of the full array of experiences available to guests.
- The Billings Visitor Information Center (VIC) is managed by Visit Billings and housed on the main floor of the Billings Chamber of Commerce office one mile from the Interstate 90 corridor. Nearly thirty part-time volunteers operate the center, which is open Monday through Friday from 8:30 a.m. to 5:00 p.m., with expanded hours on some high-season weekends. The VIC is complete with brochures, maps, guides and retail offerings. The VIC space was recently re-branded to speak to the same creative utilized in placements, OOH investments as well as at Billings Logan Airport. The Visit Billings and Chamber teams are knowledgeable, welcoming and on-the-ready in order to facilitate visitor queries. The goal is to foster successful stays and future Montana travels.
- The Visit Billings staff keeps an open dialogue of communication and information flow with tourism partners, area hotels, attractions, businesses and the community in preparation to provide exceptional customer service to expected visitors. This service initiative is spearheaded by the Trailhead Tourism Ambassador (TTA) Program. The TTA mission is to unite and motivate the Billings community in raising the bar and level of service. It provides frontline employees training and support regarding options for visitors in and around Billings and southeast Montana.

- Visit Billings has solidified a presence in social media and continues to foster connectivity within different platforms by offering visitors current and relevant content via Facebook, Instagram, Pinterest, Twitter and YouTube. Visitors can engage with the #VisitBillings brand while they are on their journey, further enhancing the experience and relationship.





WALKABLE BREWERY DISTRICT

Billings, Montana's Trailhead, has the only self-guided, walkable brewery tour in Montana. This unofficial "brewery district" is located downtown and includes six breweries and two distilleries, all within easy walking distance. Take this 1.5-mile brewery route and enjoy some historic points along the way.

Don't Drink & Drive

Billings Yellow Cab & Limousine Service:
406-245-3033
City Cab: 406-252-8700
MET Bus Transit:
406-657-8218
Transportation Services LLC:
406-254-2900

Yellowstone Valley Brewing Co.
2123 1st Ave N # B

Your first stop is a brewery and distillery in one, with open mic nights and live music often. Enjoy a handcrafted Yellowstone brew—Grizzly Wulf Wheat, Wild Fly Ale, Renegade Red Ale, Huckleweizen and Black Widow Oatmeal Stout. Or, enjoy homemade vodka and gin in their distillery tasting room.

Spirit of Montana Distilling
2123 1st Ave N # B

Enjoy homemade vodka and gin in the distillery tasting room.

Skypoint

If you feel like exploring a little more after dinner, head north half a block and look up to see Billings Skypoint. You have now reached the center of downtown Billings. Many events take place here on evenings and weekends.

MONTANA MICROBREWERIES ARE TYPICALLY OPEN TO THE PUBLIC FROM 4 - 8 P.M. TUESDAY THROUGH SATURDAY, UNLESS OTHERWISE NOTED HERE. VISIT BILLINGS IS NOT RESPONSIBLE FOR CHANGES IN HOURS OR BREW AVAILABILITY. PLEASE DRINK RESPONSIBLY. VISIT BILLINGS IS NOT RESPONSIBLE FOR ACTIONS TAKEN BY INDIVIDUALS USING THIS TOUR.

Montana Brewing Co.
113 N 28th St

Your last stop is at Montana Brewing Company. If you're hungry, enjoy some dinner and try Custer's Last Stout for dessert. They're open late, so no rush when you're here.

Park Two Garage
2651 1st Ave N

Park your car and start your brewery tour from here.

Überbrew
2305 Montana Avenue

Überbrew offers a full menu, so stop here for an appetizer and a drink before you head out.

Thirsty Street Brewing Co.
3008 1st Ave N

Thirsty Street Brewing Co. offers 6 fresh, full flavored beers on tap, including a Belgian Blonde and Belgian Dubbel, along with Montana made hot dogs and sausages. A game room with pool, shuffleboard, darts, and big screen TV will keep you entertained!

Billings Depot, Inc.
2310 Montana Ave

When you leave Überbrew and head toward Trailhead Spirits, make sure and check out the Historic Billings Depot. The distillery is housed in part of this historic landmark that was built in 1909 to service three major railroad companies. The waiting area and baggage rooms of the Depot are restored and preserved as historical places. Enjoy some sunshine in the Depot outdoor garden before heading into Trailhead Spirits for some house-made gin and vodka.

Trailhead Spirits
2314 Montana Ave

Stop at Trailhead Spirits for a taste of their award-winning Montana made and hand-crafted gin and vodka, and introducing small batch whiskey. Check out their merchandise for a souvenir flask or trademark copper mug.

Carter's Brewing
2526 Montana Ave

Carter's has several handcrafted beers to choose from, including their Coldwater Kolsch, De-Railed India Pale Ale, Black Magic Porter, Farmhouse Ale, StationMaster Pale Ale and Boxcar Brown Ale.

Angry Hank's
20 N 30th St

Enjoy one of Angry Hank's 8 ales on tap, including Anger Management Belgian-style Wheat, Angry Hank's Blonde, Street Fight Imperial Red, Dog Slobber Brown, Head Trauma IPA as well as seasonal beers.

Western Heritage Center
2822 Montana Ave

Before you head to Angry Hank's, stop by the Western Heritage Center to get your history fix. The building is located to your left as you head west along Montana Ave.

You'll love the new location with outdoor patio seating. Try a new brew and munch on some popcorn and hot sauce while you're here.

The center is an affiliate of the Smithsonian Institution and is housed in the historic Parmly Billings Memorial Library building, built in 1901. View artifacts and learn some Billings history before your next stop.

Walkable Brewery District

SOCIAL PURCHASE PATH

The traditional purchase funnel continues to evolve. Digital technology has created a multitude of touch points and in turn opportunities for consumers to interact and engage with brands throughout all stages of the purchase path. Consumers seek balance between control and fun by staying on top of research and booking. Today, 60% of travelers conduct moderate and extensive research after booking and before arriving at their destination (Iconoculture research, April 2017).

The travel industry has been revolutionized by new technologies that seek to give users an “in-person” experience. YouVisit analytics have found that more than 13% of people who take a Virtual Reality (VR) tour of a destination develop enough interest to continue planning an actual trip. Additionally, two-thirds of travelers say that they would be influenced by exposure to VR experiences. Of millennials, 15% report being highly influenced by Facebook posts and 13% name Instagram posts as a major factor in travel planning. According to Social Media Today, 84% of Facebook users admitted in a PRSA Travel & Tourism poll that viewing their friends’ posts actually influenced their own future travel plans and 51% claim Twitter content influenced consideration of a travel brand. Forbes reports that more than half of Facebook users report dreaming and conducting initial research for a vacation after seeing a friend’s vacation photos.

Consumers are uniting with one another, sharing experiences, blogging, posting and reviewing – socially influencing friends, family and followers

throughout their journey. And, 43% of millennials said that the comments and “likes” they receive from social media are more important than the trip itself. Social Media Today also reports 97% of millennials are now using social networks while traveling. First impressions are always important and, in today’s purchase path, they’re very likely to come from current users – planting seeds and potentially streamlining the purchase path for new users.

It’s estimated 35% of online travel bookings will be made via a mobile device by 2018. Currently, mobile bookings make up 25% of travel industry revenue, the expectation of a comprehensive, seamless experience when booking travel plans continues to grow. Keeping in mind it can take 80-plus days for the average consumer to make just two travel decisions, the number of touch points on all avenues presented to that consumer become critical. According to Forbes, a millennial would be more likely to utilize a TripAdvisor review in planning a trip than a reputable travel agent. The early moments in the decision-making process where consumers do online research before making a purchase remain an important piece of the Visit Billings travel brand. However, touch points along the entire purchase funnel continuously engaging the consumer in the true experience of Billings are essential.

In 2017-18, Visit Billings will continue a commitment to engage consumers with compelling branded content in all stages of the social purchase path.



1 INSPIRATION / AWARENESS

Idea enters, seed planted, discussion begins

2 ZERO MOMENT OF TRUTH

Research begins

3 CONSIDER / PLAN / SEARCH

4 PURCHASE / BOOK TRIP

5 EXPERIENCE

Foster brand loyalty by creating experiences that resonate with visitors

6 ADVOCATE / SHARE

Convert visitors to “brand ambassadors”





TARGET MARKETS

LEISURE – TOURISM

The research completed by Destination Analysts for the Montana Office of Tourism and Business Development indicates adjustments to consider in Visit Billings' leisure marketing efforts. In particular, these highlights stand out for demographic and psychographic consideration across the board (regional, national and international):

Outdoor travel is big business. Half of travelers surveyed in this study reported that 50% or more of their leisure trips in the past two years were nature-focused outdoor trips. However, although American travelers are devoting a strong proportion of their leisure travel to nature-based experiences, they are consistently lured by the excitement and approachability of urban destinations and the easy relaxation offered by beach/resorts. But, urban destinations compete with nature-based ones.

With familiarity a clear driver of destination demand, fewer potential visitors have experience with Montana relative to its top competitors, and familiarity with Montana's tourism product is not strong. Nevertheless, based on the findings from the qualitative components of this research, Montana is well positioned to capitalize on Colorado's ever increasing weaknesses – crowdedness, losing authenticity, high costs and over development.

SPECIFIC MARKETS SHOWING HIGH POTENTIAL TO TRAVEL TO MONTANA INCLUDE:

- Warm Season: Denver, CO; Boise, ID/Salt Lake City, UT; Los Angeles, CA; New York City, NY; Edmonton/Calgary, AB
- Cold Season: Los Angeles, CA; New York City, NY; Chicago, IL; Washington, DC; Denver, CO

TWO HIGH-VALUE NICHE SEGMENTS ARE A NATURAL FIT FOR MONTANA:

- Family travelers are a natural fit with Montana's travel product, including that available in the Eastern portion of the state. They are a large and lucrative segment. In the Montana Brand Exploration Survey, approximately one-third, 32%, of travelers reported having children under the age of 18 in their homes. Like high potential visitors, family travelers index high on outdoor psychographics, have high incomes and would expect to spend more and stay longer in the state than other travelers.
- History buffs are also clearly a high-value audience that fits Montana perfectly. They represent over one-third, 34.7%, of the overall population of the state's key target markets. History buffs score higher on the outdoor psychographic index, have higher incomes and would spend more and stay longer in Montana compared to travelers who are not history buffs. Again, this is a large and lucrative niche segment.
- Although retirees are an important current audience for Montana, they are a smaller, lower-value segment. This group represents

approximately 15% of the overall population of the state's key target markets (14.7%). In an environment where limited funds are available to address marketing segments, retirees do not appear to represent a high-value segment. Using all of the data points leveraged to evaluate the other niche segments, retirees are problematic. In short, they are less interested in outdoor experiences while traveling, less excited about Montana, have lower incomes and when reporting about their ideal trip to the state, appear to be less likely to be big spenders.

IN TERMS OF WHAT LEISURE TRAVELERS SEEK, THREE CORE ELEMENTS OF THIS POSITIONING EMERGED FROM AN ANALYSIS OF THE DATA COLLECTED:

- Unique natural encounters without giving up the comforts of modern comfort.
- Comfortable isolation that attracts free-spirited adventurers.
- A place for entirely new experiences and a place for new ways of experiencing the familiar.

LEISURE – REGIONAL

Billings' leisure market consists of a healthy balance of history on the genuine frontier, outdoor adventure and recreation and urban amenities. As the largest city in the region, Billings offers amenities and opportunities regional visitors expect from the destination (medical, shopping, education, etc.). However, Visit Billings is striving to be sure visitors' expectations are expanded so that all visitors, regardless of where they come from, see Billings as the trailhead to the many iconic attractions and experiences offered.

Non-resident travelers spend nearly \$400 million annually in Yellowstone County – a more than significant amount of economic impact. Leisure, though a much less trackable form of travel, has a huge influence on that bottom line. The overall goal of the 2017-18 leisure marketing strategy is to expand year-round leisure visitation and grow room nights in Montana's Trailhead.

Simultaneously, Visit Billings will continue to focus on value season growth (October – April), particularly on an intrastate and regional marketing level. Value season campaigns will serve up the many reasons to visit Billings as *the* urban destination in the region.

Additionally, specific campaigns will run to promote niche reasons to visit (i.e.: competitive runs, concert craze, Fly Billings, etc.)

GEOGRAPHIC

- The regional marketing focuses by and large on central and eastern Montana and extends into northern Wyoming and western North Dakota. Depending on the campaign concept, local event schedule, and even weather, marketing efforts may include southern Canada, South Dakota and communities in closer proximity to Billings like Bozeman and Lewistown.

PSYCHOGRAPHIC

- The regional drive audience is interested in shopping, events and dining. They view Billings as a cosmopolitan city that offers much more than their home communities. Many seek the opportunity to extend a necessity visit to Billings with leisure activity. (i.e. plan a visit around a doctor appointment, stay overnight to spend time shopping and/or enjoying an event.)

MONTANA

- Havre (248 miles)
- Glasgow (277 miles)
- Sidney (269 miles)
- Glendive (219 miles)
- Miles City (146 miles)
- Great Falls (217 miles)
- Helena (239 miles)
- Butte (228 miles)
- Bozeman (142 miles)
- Lewistown (125 miles)

WYOMING

- Cody (106 miles)
- Sheridan (131 miles)
- Buffalo (165 miles)
- Gillette (234 miles)

NORTH DAKOTA*

The primary focus for the Dakotas is the Northwest Bakken basin. Although a slightly longer driving distance, **Williston** (315 miles) and **Dickinson** (316 miles) continue to be a lucrative draw for Billings. Bismarck (413 miles), population 123,000, will also be included on a case-by-case basis.

SOUTH DAKOTA

Rapid City (316 miles), the “Gateway to the Black Hills,” serves road trippers traveling west and offers good visibility for enticing visitors to include Billings in their summer plans. Efforts here will expand beyond campaign specific promotion to entice visitors to consider the Warrior Trail and the Beartooth Highway as viable travel options. Billboard messaging between Rapid City and Cody, WY, will be utilized to better position Billings as a competitive and viable destination. This market is included on a case-by-case basis.

CANADA*

Lethbridge (405 miles) will be considered when campaign appropriate. Visit Billings will orient this market with “reasons to visit” that help Billings to stand out among neighboring competition. Canadian placements will also be considered inside our national and international recruitment efforts.

** Ongoing flux in the energy industry and the Canadian exchange rate directly impact the viability of these markets. Considerations will be made to examine these factors before making placements in these areas.*



LEISURE – NATIONAL

National marketing will occur most heavily January – May with two different messages, depending on the timing and the placements. The first will position Billings as a family-friendly winter destination and the second will feature a call to action to use Billings as a Gateway to Yellowstone National Park for the high season ahead. All national placements will include an emphasis on Billings itself and why the destination holds value on its own, as well as its trailhead offerings.

With the recent addition of the American Airlines daily direct service to Dallas Fort Worth, Visit Billings will execute a market takeover, reminiscent of past efforts in Minneapolis/St. Paul and Chicago. The call to action will note “Montana has never been closer” and position Billings as the trailhead to the state, a bucket list destination.

Placements are selected based on their exposure in proven feeder markets, outlined here. In addition, Visit Billings seeks to expand feeder market reach by considering connecting markets – cities near to feeder markets or part of the catchment area of feeder markets whose population may be lured by easy access to Billings and Montana.



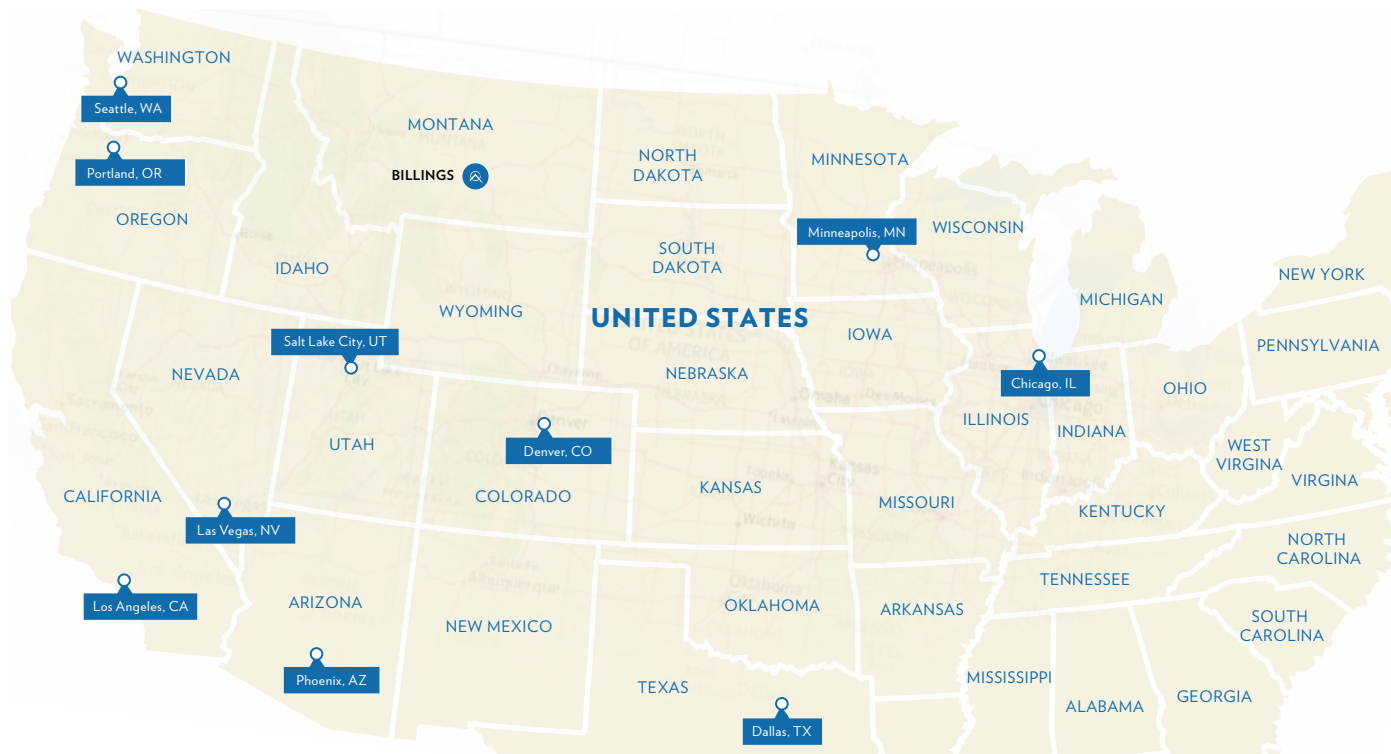
GEOGRAPHIC

- Key markets include cities offering non-stop flights to Billings, Montana
 - › Denver, SLC, MSP, Seattle and Dallas mainly
 - › Some emphasis to be made in Chicago based on the seasonal direct service and its recent expansion

BUSIEST DOMESTIC ROUTES FROM BILLINGS (DEC 2015 - NOV 2016)*

RANK	AIRPORT	PASSENGERS	CARRIERS
1	Denver, CO	116,000	United
2	Minneapolis/St Paul, MN	85,000	Delta
3	Salt Lake City, UT	83,000	Delta
4	Seattle, WA	62,000	Alaska
5	Portland, OR	20,000	Alaska
6	Phoenix-Mesa, AZ	17,000	Allegiant
7	Las Vegas, NV	17,000	Allegiant
8	Sidney, MT	7,000	Cape Air
9	Glasgow, MT	3,000	Cape Air
10	Wolf Point, MT	3,000	Cape Air

*Bureau of Transportation Statistics



CONSUMER SEGMENTS

BOOMERS

- While previous marketing plans site boomers as a lucrative market for Billings, the recent research from the MOTBD indicates this market may be shrinking in its appeal to our region. The segment generally does not seek outdoor experiences and typically spends less, making it a lower priority market for Visit Billings.

MILLENNIALS

- **Six out of ten millennials would rather spend their money on experiences than material things when they travel**, according to a survey by marketing travel firm MMGY.
- Well-traveled millennials are up for authentic, hyper-local experiences that take them out of their comfort zone, give them stories and dip them in sensory experiences. By-the-book itineraries remain popular for fulfilling lifelong dreams of seeing a monument or scaling a mountain. But for frequent travelers, new-to-them, culture-rich experiences trump guided tours.
- Millennials' desire to break free from itinerary-led plans and make room for serendipity is bolstered by social media bragging rights and motivated by an honest desire to feed their curiosity for cultural learning.
- But, planning an off-the-beaten-track journey requires help from locals or those in the know. Digital tools come in handy to outdo the must-see-must-do approach of traditional travel (Iconoculture research, April 2017).

GEN WE AND THEIR GEN X/MILLENNIAL PARENTS

- The perfect family formula is a kid-approved experience that also takes some of the burden off mom and dad. Brands should build and market multi-layered experiences that entire families can benefit from, as opposed to exclusively “parent” or “kid” experiences. Think authentic, inclusive stories that involve the entire family.



KEY TREND - FOMO

For some, FOMO (Fear of Missing Out) means capitalizing on opportunities to integrate leisure activities into business travel (or “bleisure”). For others, it may be leaving the travel buddy behind and going on the road solo, or, on the flip side, gathering multiple generations together for an extended family adventure (Iconoculture research, April 2017).

LEISURE – INTERNATIONAL

International marketing will continue to grow this year with emphasis on the German and Asian markets. FY17 saw continued partnership with Brand USA and expanded exposure through TripAdvisor’s multi-lingual production of our content.

Visit Billings will consider hosting workshops that will help stakeholders and tourism partners host international visitors. Such education and promotional programs can help identify the role of Montana’s Trailhead in international leisure market expansion. Meantime, in FY18, research and planning will help mold the future of the Visit Billings Trailhead Tourism Ambassador Program (TTA). Opportunities to expand the program beyond hotel frontline employees will help gain traction for the tourism industry and assist the destination in offering first class hospitality as a whole, particularly for international visitors.

Canada remains a viable international market for Billings, particularly during spring/summer when driving conditions permit safe, long-distance travel. “Gateway” themed creative aimed at capturing travelers en route to Yellowstone National Park is leveraged for

this market. As the exchange rate continues to fluctuate, so does the viability of this market. Efforts will diminish when the exchange rate is high.

Visit Billings will continue to research the international landscape for other viable markets and will seek opportunities to market our destination in partnership with other strong voices like Brand USA and the MOTBD. Additionally, group travel is significant for the international market and efforts in this area continue to grow.

FAST FACTS

- Half of travelers surveyed reported that 50% or more of their leisure trips in the past two years were nature-focused trips (Montana Governor’s Conference on Tourism 2017).
- Of U.S. destination types, international travelers in key markets demonstrate the most enthusiasm for visiting national parks, supporting the trend that there is high demand for outdoor/not urban focused trips (Montana Governor’s Conference on Tourism 2017).



GROUP TOURS

Yellowstone National Park is a top attraction for group tour enthusiasts which places it high on the list for group tour operators in the national and international markets. National Geographic recently named the Park #6 in its top ten National Parks (NationalGeographic.com, 2017). The Bighorn Battlefield is ranked the third most visited tourist attraction in the state of Montana. The history in the fabric of the Lewis and Clark Trail, in which Billings plays a major role, is a large draw to some demographics. The attractions listed above, position Billings as a trailhead to access key tourism sites from a reliable resting point. Billings offers operators 55 hotels to choose from (5,000 sleeping rooms) along with more than 300 restaurants, the historic Walkable Brewery District, strong retail offerings, museums, historical and cultural attractions, as well as adventure and recreational opportunities – all items that can assist with building an exciting and adventurous custom itinerary for groups of all sizes.

In 2016, the United States Tour Operators Association spoke to rebranding its group tours as “guided vacations” and “escorted tours” to focus on “immersing travelers in local culture and customs,” according to Terry Dale, the association’s president (LATimes.com, 19 January 2016). Area offerings and focus on history position Billings as a viable addition to any guided vacation along a western route. In recent MOTBD research completed and released by Destination Analysts in early 2017, findings spoke to the importance of the historic and cultural draws of Montana. Billings aligns well with this conclusion.

Billings continues to rival its competitive-set cities for adventure, access and experience. The fact the Beartooth Highway, a consistently top ranked scenic drive in North America, is a 45-minute drive from Billings and leads directly into the northeast entrance to Yellowstone at Cooke City/Silver Gate is a major asset to the Billings tourism industry and the group tour market. Visit Billings appreciates its relationship with the Red Lodge business community and town leaders as we work to attract groups to this part of Montana in tandem with Visit Southeast Montana.

DEMOGRAPHIC

National and international group tour operators with guests interested in history, nature, national parks and explorations speak to potential travelers with the following U.S. Travel Association measured travel behaviors:

- Millennials are more likely to prioritize travel than other generations. They took an average of 3.4 trips in 2014 and more than one-third of millennials were planning on taking more trips in 2015 – significantly higher than other generations (U.S. Travel Association, Leisure Travel Decision Making 2016).
- Millennials and Gen Xers have stronger intentions to increase their travel spending than older generations (U.S. Travel Association, Leisure Travel Decision Making 2016).
- Children have an increasing amount of influence on travel planning (U.S. Travel Association, Leisure Travel Decision Making 2016).



- Baby Boomers are primed for travel. They are retiring in rising numbers and have an increasing amount of time and wealth, while still relatively young and active with the desire to have new experiences (U.S. Travel Association, Leisure Travel Decision Making 2016).

U.S. GEOGRAPHIC

Billings and Southeast Montana have brand work to do in the group tour market. The incubation period in generating successful leads in the group travel market spans a multi-year strategy where tour operators begin booking new itineraries 12-36 months ahead of tour schedule execution. Visit Billings staff will focus on marketing Billings as a preferred travel destination in the group tour market on national and international platforms to begin the process of consideration. Individual geographic segments will be researched and marketed to in a variety of ways as well in order to compete in this expanding tourism segment.

PSYCHOGRAPHIC

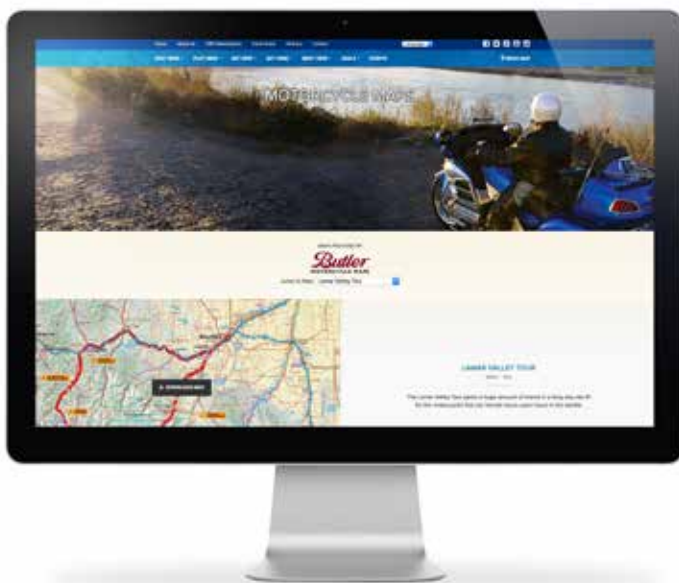
Chinese visitors are familiar with and interested in America’s national parks and frequent Yellowstone National Park. According to the U.S. Travel Association, “China is the most notable source market in terms of rising up the ranks: from the 22nd-largest overseas source market in 2000 to the third-largest in 2015, and largest (projected) in 2021. The United States remains – by far – the single largest destination for global long-haul travel, and the second-largest destination for overall global travel.” Generally speaking, Billings is a strong overnight stop on any itinerary for international group tours looking to experience Rocky Mountain, Badlands, Mount Rushmore and Devil’s Tower National Parks en route to Bighorn Battlefield and Pompeys Pillar National Monuments along travels to Yellowstone National Park. Billings has 55 hotels with 5,000 sleeping rooms. The accommodations offered, coupled with great culinary, cultural and historic options, as well as experiences like the historic Walkable Brewery District, hiking and walking under Montana’s Big Sky make Montana’s Trailhead a great choice in the guided tour segment.



TWO/FOUR WHEELED MARKET

The two and four wheeled market is lucrative for the Billings region, with the Beartooth Highway, voted by AMA Magazine as the #1 Motorcycling Road in America, just 60 miles away. FY17 saw the completion of the Gold Wing Road Riders Association Wing Ding event with targeted recruitment to these riders.

Visit Billings continued its partnership with Butler Motorcycle Maps to offer a variety of detailed tour options in order to ensure all motorcyclists enjoy the best ride experience into and out of Billings and the region.



DEMOGRAPHIC

- The target audience is men and women motorcycle enthusiasts 35-64 residing in the United States – on any model bike, in any model vehicle.
- Specifically talking to the two-wheeled group, Harley riders are generally mid-40s to early 50s. Honda Gold Wing riders can skew toward mature riders with time to tour. BMW riders can range into their 80s.

GEOGRAPHIC

- Key markets include feeder markets to Billings, Montana
 - › Denver, SLC, MSP, Seattle and Dallas mainly
- Northwest - Montana, Wyoming, Colorado, Idaho, Canada
- Pacific Northwest – Washington, Oregon, California, Utah
- Midwest – Illinois, Minneapolis, North and South Dakota

PSYCHOGRAPHIC

- Motorcycle riders in this area enjoy touring vacations, driving long distances and “experiencing” the journey. Women riders typically stop more often, visiting, shopping and relaxing in cities.

SMALL MEETINGS & CITYWIDE CONVENTIONS

Within a highly competitive marketplace, meeting and convention sales are a top priority for Visit Billings. Such promotion on state, regional and national levels helps grow visitation at Montana's Trailhead. Relationships with meeting and event professionals are a key to the future of this segment, along with quality properties, state-of-the-art facilities and attractions that create excitement about the destination and its brand. This segment makes up nearly 25% of visitation to Billings (Randall Travel Marketing, 2010).

Visit Billings sales efforts will focus on small market meetings and major city-wide convention business that benefits convention properties and multiple hotels. Such growth in this segment will result in continued progress in hotel occupancy, average daily rate (ADR) and impact the local economy by filling restaurants, retailers and attractions.

Billings is a strong meeting and convention destination. Convention services and financial support help planners succeed. Along with economics, Billings is the trailhead to adventure outside the conference agenda. Western experiences and incredible vistas set the destination apart.

DEMOGRAPHIC

- Billings will stay true to itself particularly with the meetings segment. Marketing efforts will be aimed toward planners and decision makers of **small market** meetings, those with 400 attendees or less, utilizing three or more hotels with approximately 400 peak room nights and between 8,000 and 20,000 square feet of meeting space.

- Billings' amenities and access to surrounding bucket list attractions elevate its position with **city-wide convention** groups like BMW MOA, Gold Wing, Corvette, Mustang and Harley.

- Record attendance and success for previously hosted rallies position Billings well for future city-wide bookings in the **two and four wheel markets** and beyond.

GEOGRAPHIC

- National audience scope with an emphasis on reaching decision-makers and planners of the following industries: two and/or four-wheeled, energy, agriculture, religious, corporate, military, trails, cycling, outdoor/recreation, healthcare, non-profit and professional and trade associations.

PSYCHOGRAPHICS

- Planners and convention goers expect meeting **experiences** that rival a personal vacation. Billings offers the necessities to execute a successful meeting for the planner with quality, must-see opportunities right outside the hotel doors for the attendee. *'Memorably creative and unique'* are among the standards of site selection and execution. However, there's also an evolving demand for *'luxury taste on a tight budget'* for the planner.

- Sales efforts should be to "sell the experience," not the facility.



SPORTS EVENTS

As a leading regional destination in the sports market, Billings offers a wide range of venues accommodating several sports categories. The current venues, coupled with strong air service options and trailhead access to the natural and cultural wonders of the west, help position Billings well in this growing tourism segment. Team-friendly restaurants, local attractions, affordability and competitive room rates also help make Billings an ideal sports hub for youth, high school, collegiate and amateur athletic events.

Sports tourism is a highly competitive arena in the destination marketing and management world. The industry, for Billings, represents varying forms of individual and team travel at all levels of competition. From soccer and wrestling to road races and softball, Billings plays a major role in high school and travel competition.

Sports visitation includes not only the athletes, coaches, officials and trainers, but also parents and family members. This supportive group comes to play a loyal role, but seeks experiences outside of a tournament bracket. At the same time, there are athletes, professional and amateur, who make Montana part of their itineraries to hike, raft and climb as well as experience fishing, hunting and birding. However, there are opportunities for Billings to expand and grow in the sports tourism segment.

FY17 realized major gains in sports tourism with the bid award of the 2017 and 2018 NAIA Division I Women's Basketball National Championships. The 2017 NAIA tournament was successful for Billings as a sports destination, as stakeholders and for the business community. Thirty-two teams competed in 31 games in six days at Rimrock Auto Arena. In 2017, Billings also hosted the second of a two-year contract with the NCAA for the Association's DII West Region Cross Country Championships (2014 and 2016). Meanwhile, in April of 2017, Billings was named the host community with Montana State University Billings' Athletics as the destination for the 2018 and 2020 NCAA DII West Region Cross Country Championships which aligns the city well for a future bid effort regarding a national championship.

As the sports travel segment continues to grow in Billings, it's necessary for the stakeholders, the community and Visit Billings as a DMO to have a better understanding of the opportunities that are available to recruit new, and expand existing, sporting events. Visit



Billings is currently working with community partners and sports industry experts to execute a sports facility feasibility study. Data submitted in such a report would better position Billings as a sports event destination and would assist with strategizing the sports market and department for the future. As of the creation of this document, grant funds were being pursued to assist in the financial obligations to execute the Yellowstone County Sports Facility Feasibility Study with the B.E.A.R. program and the State of Montana.

The future of sports in Billings is a simultaneous growth process which focuses on expanding Billings' sports products, an essential part in the future of the segment, and strengthening the commitment to positioning the destination as a sports event hub. For this to happen, growth must take place in the DMO. With established sporting events and strategies in place to bid on new events, Billings is growing its sports culture. For Visit Billings, it's time to look at executing long term sports tourism marketing/strategic/sales planning, take steps to possibly organize a community sports committee and create a position at Visit Billings that could result in the hiring of a sports marketing/sales/servicing manager.

Seizing opportunities to gain more knowledge about the future of sports tourism for Billings can take place with the assistance of associations like the National Association of Sports Commissions. Meanwhile, it's important for Visit Billings, as a DMO, to foster relationships with current sports organizers and planners while cultivating new connections with sports groups and marketers. With successfully coordinated efforts, Billings will further develop and grow this key tourism segment for Billings.

DEMOGRAPHIC

- Sports planners, tournament directors and sports industry decision makers representing competitive events such as lacrosse, soccer, softball, basketball, cross country and dance to include amateur, K-12 and collegiate competition.

GEOGRAPHIC

- Primarily a regional scope to include Montana, Regional, Northwest, Pacific Northwest and Midwest conferences and associations.

PSYCHOGRAPHIC

- Sports planners are seeking destinations that offer strong servicing and venues. They must have diverse, fast dining options, strong business community buy-in and at ready "Things to Do," available for teams, fans and families.

Continuing to position Billings as a trailhead to a family-friendly, sports destination will help to secure more opportunities for continued growth in this segment.



NICHE MARKETS

Themes Visit Billings will explore in the coming year include:

- **Birding – Nature**
- **History Buffs**
- **Brew Enthusiasts**

› In recent years, the quantity of new brewery openings has been at unprecedented levels, with the U.S. having the highest total since the 1880s. Nielsen reports that 58.9% of craft beer drinkers have annual incomes of \$75,000 or more. Montana’s only Walkable Brewery District makes Billings a viable option for craft brew enthusiasts. This local district is constantly evolving in the Billings market and plays a starring role in many niche market campaigns across the region. In FY18, plans to develop or incorporate coffee and tea brewing houses in the same vicinity of downtown Billings will be executed as a day time version of the Walkable Brewery District.

- **Mountain Bikers**

› Mountain biking along the Billings sandstone Rimrocks offers trail riding from the Yellowstone River to farm land east of Billings.

- **Running and Road Race Destination**

› Across the country “jogging tours” are a focus of destination offerings. This illustrates lifestyle preference trends. Some companies promise to haul all the racers’ gear from one place to the next so they can simply focus on running through communities and attractions. Many running enthusiasts base their next road race on targeted destinations. The Montana Marathon is an ideal half and full marathon option and is a Boston Marathon Qualifier. The Montana’s Women’s Run is an ideal She-cation option for families and BFFs. The 406 Duathlon, Trailhead Trifecta and numerous other running events offer something for every level of athlete.

- **Small Groups – Reunions, Families & Military**

› Reunions are a consistent market for Billings. Visit Billings staff work closely with reunion planning companies to help connect planners with Billings tourism partners as the community is a reunion friendly destination for groups of all sizes and attendees of all ages. The Montana’s Trailhead brand is extremely popular with reunions and weddings as attendees have plenty of space to meet and a large range of offerings locally to assist with main itineraries. Outside of the reunion timeframe, attendees can explore Montana’s backroads, historic ventures and natural wonders.





GOALS

2017-18 STRATEGIC GOALS

FOCUS: GROW VISITATION AT MONTANA'S TRAILHEAD

The Marketing Plan supports goals laid out in the Montana Office of Tourism and Business Development's Strategic Plan 2013-17 as outlined previously in this document.

GOAL #1

FOSTER VISITOR GROWTH AT MONTANA'S TRAILHEAD

Visit Billings, as a destination management organization (DMO), promotes Billings as a travel product. The Visit Billings team assists the destination and stakeholders (Billings and Yellowstone County lodging partners) by using strategic marketing campaigns, deliberate activities, tourism leads, sales missions, familiarization tours, publicity efforts and other regional, domestic and international promotional efforts to increase visitation to the city and region. Full hotels equate to full restaurants, retail outlets and tourism attractions. In turn, the business climate and local economy are stronger. This goal fully supports the mission of Visit Billings as the Billings Convention and Visitors Bureau and Billings Tourism Business Improvement District.

GOAL #2

SUPPORT AIRPORT PROGRESSION

Major successes have been realized in air service for Billings in the past 12-18 months. Many of these gains have been in partnership with Visit Billings with guidance specifically from the Billings TBID Board of Directors. From major financial commitments for air service subsidies and grant efforts to regional Fly Billings marketing campaigns and improvements to passenger welcome areas, the organization has been a major proponent of stronger air service positioning and a better experience for the traveler. Supporting airport progression for Billings as a preferred travel destination will continue to be a major focus of FY18 efforts.

Logan Airport is a proven strength for Billings and the surrounding region. Numerous flights per day serving several major hubs including Salt Lake City, Denver and Minneapolis/St. Paul, help grow visitation at Montana's Trailhead and sustain a strong business climate. In FY17, American Airlines (AA) announced daily, year-round, direct service between Billings (BIL) and Dallas/Fort Worth, Texas (DFW). In FY18, Visit Billings will work together with community partners including the Chamber of Commerce, Big Sky Economic Development and the City of Billings in efforts to establish this flight with Logan Airport officials. Visit Billings will assist by executing marketing and promotional strategies between DFW and BIL along with other destinations served by AA and its DFW facility. As Billings works as a community to establish this new air carrier in the region, Visit Billings will also assist partners in fostering relationships with existing carriers serving the city including United, Delta, Alaska Air, Allegiant and CapeAir.

Furthermore, it can't be ignored, that meeting and sports planners consistently comment on the high cost to fly into Billings for their attendees. Visit Billings will continue to monitor and report these comments and will closely watch annual reports from Logan Airport regarding viable pricing between Billings and the city's competitive set.

GOAL #3

INCREASE LEISURE VISITATION

From the regional resident to the international traveler, Billings is an attractive destination. Local amenities and gateway access to national historic and natural attractions help strengthen the destination's brand and boost visitation. The overall leisure marketing strategy is to increase year round visitation targeting regional, national and international travelers. In FY17, the team began the process of assessing and diversifying the organization's leisure marketing efforts. These strategies will continue to be assessed and expanded in FY18. The current half-time Visit Billings Leisure Marketing Manager position will be adjusted to a full time equivalent (FTE) for the organization working alongside the organization's agency of record to grow visitation. Per TBID Board directives, Visit Billings staff will also expand the line-up of consumer shows. In order to offer attendees at such travel events a true Billings, Montana, experience, the team will research 360 degree, Virtual Reality and other experiential marketing options that will help build a brand experience instead of simply handing out collateral materials. Other strategies to support this goal will also focus on other innovative marketing mediums to reach new and/or existing travelers, while supporting their decision to choose Billings as their next vacation destination.

Simultaneously, Visit Billings staff will focus on increasing visitation outside of the high season by positioning leisure promotions, sports marketing, and meeting and convention recruitment efforts to help entice visitors to travel to Billings between October-April, which marks the "value season" in Billings. This is when tourism traffic and business slows due to weather, a lack of access to Yellowstone National Park (Beartooth Highway access to the northeast entrance of Yellowstone stops since the scenic byway isn't plowed/maintained except for high season) and limited use of more seasonal or regional attractions like Pompeys Pillar National Monument.

Efforts will be made to highlight the destination during the "value season" to niche markets including competitive running events, concerts, cultural opportunities, winter outdoor opportunities and more. Year round marketing that highlights a combination of desirable rates and quieter attractions supports the true mission of Visit Billings by generating room nights for lodging facilities year round.

GOAL #4

POSITION BILLINGS AS A SPORTS EVENTS DESTINATION

Billings continues to be a strong community to compete and celebrate in. The destination is a trailhead to trophy celebrations for youth, high school, collegiate and amateur sporting events. Strong facility offerings combined with 5,000 sleeping rooms, hundreds of restaurants and plenty to do outside of a tournament bracket, help make Billings a

competitive sports destination, but there are commitments that must be made to help foster growth in this segment.

FY17 realized great gains in sports with the bid award of the 2017 and 2018 NAIA Division I Women's Basketball National Championships. The 2017 NAIA tournament was successful for Billings as a sports destination, stakeholders and for the business community. Thirty-two teams competed in 31 games in six days at Rimrock Auto Arena. In 2017, Billings also hosted the second of a two-year contract with the NCAA for the Association's DII West Region Cross Country Championships (2014 and 2016). Billings hosted this event at Amend Park. It was another major success of the organization's sports consultants' efforts stemming from 2012-2015. In April of 2017, Billings was also awarded the host community with Montana State University Billings' Athletics as the destination for the 2018 and 2020 NCAA DII West Region Cross Country Championships, which aligns the city well for a future bid effort regarding a national championship.

As the sports travel segment continues to grow in Billings, it's necessary for the stakeholders, the community and Visit Billings as a DMO to have a better understanding of the opportunities that are available to recruit new, and expand existing, sporting events. Visit Billings is currently working with community partners and sports industry experts to execute a sports facility feasibility study. Data submitted in such a report would better position Billings as a sports event destination and would assist with strategizing the sports market and department for the future. As of the creation of this document, grant funds were being pursued to assist in the financial obligations to execute the Yellowstone County Sports Facility Feasibility Study with the B.E.A.R. program and the State of Montana.

Meanwhile, Visit Billings staff will continue to work with local organizers for travel and youth events and also athletic directors on the high school and collegiate levels to mine future opportunities. Simultaneously, Billings continues to evolve into an attractive road race destination. Established races like the Montana Women's Run, Heart and Sole Race and Montana Marathon together with newer events like the 406 Duathlon Challenge, Warrior Run and the Yellowstone Kelly MountainMan Triathlon help get visitors excited about the opportunities that await them at Montana's Trailhead.

GOAL #5

THE VISITOR EXPERIENCE

Designing a quality visitor experience has been a highly strategic priority of Visit Billings since 2011. Facilitating visitors and meeting their expectations directly impact the future of tourism at Montana's Trailhead. According to ITRR, 76% of Montana travelers are repeat visitors. For the Visit Billings team, success is a visitor who leaves town looking at Billings in his/her rearview mirror and can't wait for the next trip. How frontline employees, and Billings residents in general, treat a visitor directly impacts that person's desire to return. Also, with today's technical offerings via social media and webpages, a positive experience can directly impact perception as one shares time spent with friends, family members and colleagues at the touch of the 'post' button.

Through the well-established Trailhead Tourism Ambassador (TTA) program, frontline employees and tourism partners are offered the opportunity to take part in training that will allow them to learn more about Billings as a destination and southeast Montana points of interest.

By being exposed to tourism attractions and learning about the importance of treating visitors well, tourism partners/supporters can positively impact the visitor experience and help grow the industry in a single visitor interaction. Additionally, meeting, convention and sports events servicing is a major component to help build a positive visitor experience. The Visit Billings staff works tirelessly to provide top notch customer service from site visit to event execution and every interaction or contact in between.

In FY18, staff will work to define the future of the TTA program as there are considerations currently underway to take the program beyond frontline employees to a citywide level. It's important for the business community and all tourism partners to understand the importance of a well-designed visitor experience at Montana's Trailhead.

GOAL #6

THE INTERNATIONAL MARKETPLACE

The U.S. Travel Association's Travel Trends Index (TTI) reported unexpectedly strong inbound international travel in early 2017 yet again solidified the importance of international visitors to the United States. Brand USA's economic impact in attracting international visitors has been extremely successful to the west region and quite helpful to visitor recruitment to states like Montana. In recent years, top leisure activities for overseas visitors were ranked as follows: (1) shopping, (2) sightseeing, (3) fine dining, (4) national parks/monuments and (5) amusement/theme parks.

Visit Billings must work together with the MOTBD and partners like Visit Southeast Montana to better position eastern Montana for international travel experiences. Visit Billings has worked with Brand USA, Rocky Mountain International and events like the U.S. Travel Association's IPW Marketplace to help foster relationships in specific international regions. Strong relationships have been built to countries like Italy, Germany and the UK, but there is much work to be done.

As a destination, Billings aligns well with the goals of the international visitor with plans to experience the west and Montana. Visit Billings will work to provide more education to tourism partners and stakeholders (sponsored workshops) to help research and grow promotional programs aimed at attracting and accommodating the international traveler and international group tours.

GOAL #7

MEETING & CONVENTION RECRUITMENT

Despite growing regional competition, Billings continues to increase this market. Sales efforts to accommodate group meetings of 400 or fewer attendees or major city-wide conventions like the Gold Wing Road Riders Association Wing Ding 38 that attract thousands of people will be the center of meeting and convention recruitment and sales missions. Growing an account base is a major priority for Billings as a destination. Working with the city's six (6) primary convention properties, sales efforts will result in more site visits to Billings, more sales proposals and, ultimately, increased bookings to fulfill the Visit Billings mission. It's important to grow this segment in partnership with all stakeholders and tourism partners. In Billings, nearly one quarter of the tourism industry is represented in state, regional and national meeting and convention attendance (Randall Travel Research, 2010). Targeted sales strategies for small market and large city-wide events will help secure business in this segment.

MEASURABLE OBJECTIVES

	FY13	FY14	FY15	FY16	YTD - FY17*
Total Bookings	30	42	36	47	38
Citywide Events	4	2	4	4	3
Meetings & Conventions	16	26	20	23	21
Sports Events	10	14	5	10	3
Citywide Sports Events	-	-	7**	10	11
Total Room Nights	24,130	28,465	55,164	30,924	32,690
Web Visit Sessions	146,070	131,278	190,759	241,457	125,526
Stakeholder Survey	87%	90%	88%	TBD	TBD
Room Demand	3.40%	***-1.7%	-0.50%	-1.70%	TBD

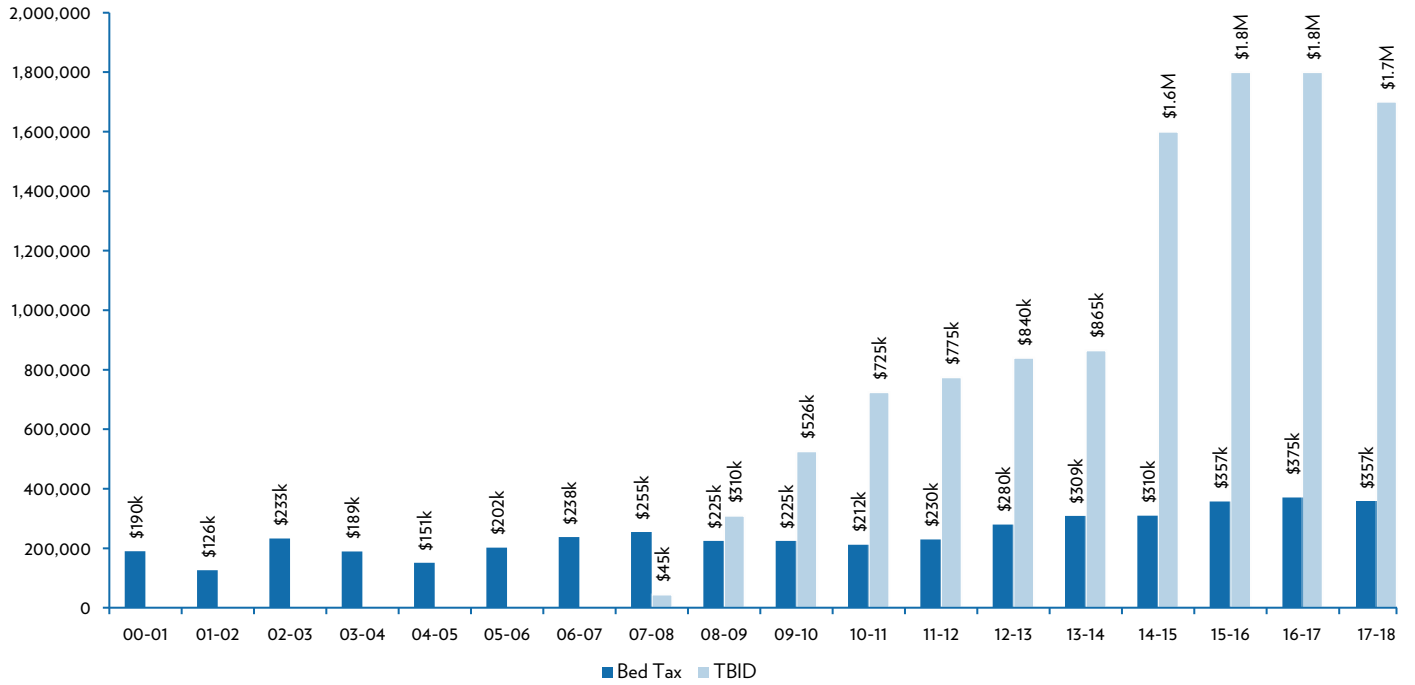
* Includes reporting for first three quarters of FY17. This document was created ahead of the conclusion of FY17.

** First official entry for Citywide Sports Events.

***Billings Logan Airport was closed for seven (7) weeks in July and August of 2013, for runway resurfacing. This closure had a huge impact on Room Demand and Occupancy in Billings.

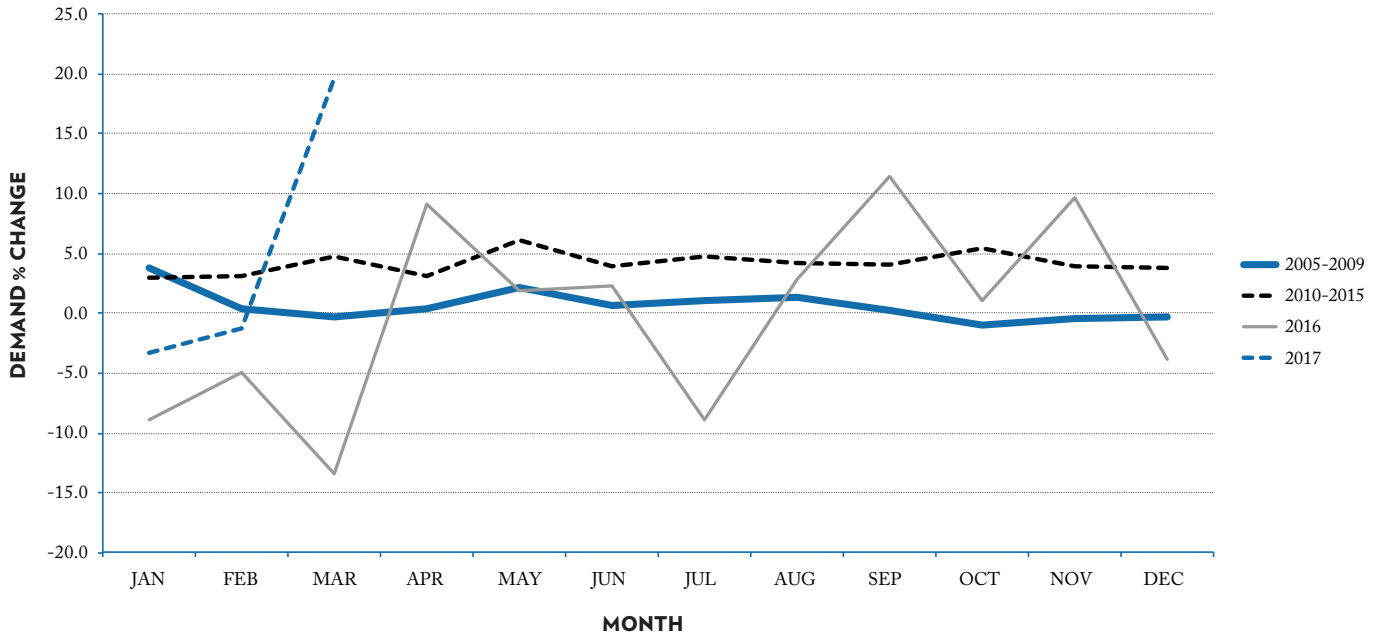
ITEM	DEFINITION
Citywide Events	A group utilizing three or more hotels with approximately 400 peak room nights and approximately 8,000 square feet.
Meetings & Conventions	Anything smaller than defined above.
Sports Events	Any athletic event that utilizes hotel rooms and a sports venue in the Billings area.
Citywide Sports Events	A sports group utilizing three or more hotels with approximately 400 peak room nights and approximately 8,000 square feet.
Total Bookings	Citywide Events + Meetings/Conventions + Sports Events
Total Room Nights	Total room nights sold.
Web Visits	Success is measured by total visits to VisitBillings.com. Conversion is considered to be any activity beyond the home page. Google Analytics is used for tracking and monitoring.
Stakeholder Survey	Annual survey sent to Stakeholders soliciting feedback, graded on a 0-100% scale.
Room Demand	Increased visitation YOY.

COLLECTIONS 2000-2017



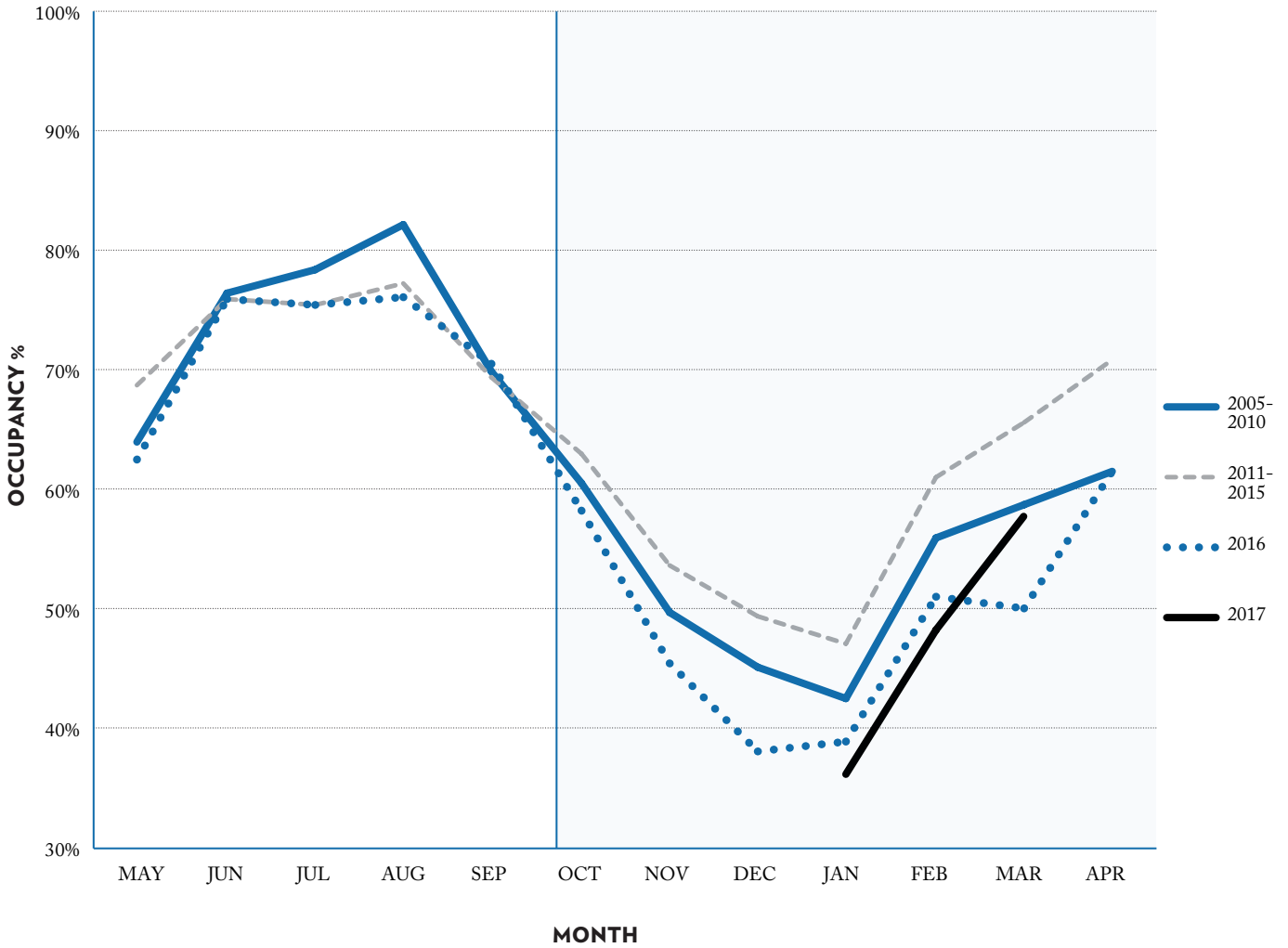
ROOM DEMAND

Demand reflects accurately increased visitation. Where Occupancy is impacted by the number of rooms in inventory, Demand is a true picture of the number of total rooms sold.



ROOM OCCUPANCY

Room Occupancy is $(\text{Rooms Sold}) \div (\text{Rooms Available}) \times (100)$. Occupancy is expressed as a percentage of rooms occupied.



ROOM OCCUPANCY DATA INSIGHT

YEAR	CENSUS PROPERTIES	CENSUS SLEEPING ROOMS
2005	43 hotels	3,759 rooms
2010	45 hotels	3,992 rooms
2015	50 hotels	4,493 rooms
2017	54 hotels	4,840 rooms

* All data based off reporting to Smith Travel Research (STR)







STRATEGIES

MARKETING METHODS: LEISURE

The research completed by Destination Analysts on behalf of the Montana Office of Tourism and Business Development indicates three important considerations to make when marketing to and orienting the leisure travel audience:

- Montana should assume little working knowledge of its destination attributes among the traveling public. Although leisure travelers generally understand that Montana is a year-round destination, there is a noticeable preference for travel to Montana during the warm season.
- Montana is perceived as challenging to access.
- Perceived costs and time requirements inhibit visitation to Montana.

METHODS/TACTICS

- Advertising • Newsletters • Photography
- VisitBillings.com • Scenic Drive App
- Billings Guidebook • Emerging Strategies

In looking at marketing Billings as a preferred destination, it's important to note that different marketing strategies and messages are applied depending on the audience scope, season and specific media channel.

REGIONAL MARKETING messages will appeal to a drive audience interested in shopping, dining, events and weekend getaways in Billings and strive to showcase the many ways regional visitors can experience Billings throughout the year, including Value Season. In doing so, creative concepts appeal to girlfriends, sportsmen, families and weekend adventurers alike. Direct calls to action driving consumers to a customized landing page on VisitBillings.com have been successful for Billings. The use of giveaways and contests are used to drive engagement with social channels.

Themed regional campaigns will be launched, without interruption, every 8-12 weeks throughout the year to continually invite and inspire folks from the drive region to visit Billings, offering reasons not only to visit Billings, but opportunities to engage with our destination brand as the client is within the decision-making process. Niche campaigns, specific to events and direct travel drivers, will run simultaneously as appropriate.

Each regional campaign will feature a unique concept, design and message, building on brand standards and featuring a familiar look/feel. The objective is to drive traffic and awareness to VisitBillings.com without creative burnout.

Placements and creative will speak to the travel purchase path using programmatic advertising strategies. The initial ad will focus on **INSPIRING** potential visitors; as potential clients engage with the ad, creative messages will shift from inspiration to researching, exploring, **ORIENTING** and ultimately **FACILITATING** a trip. The number of people served the creative will get smaller as the message becomes more targeted. This method will be especially useful in both regional and national markets, like MSP, Denver and Seattle. Additionally, all

campaigns will seek to leverage editorial coverage or public relations opportunities while building on the social audiences engaged in Visit Billings' content.

2017-18 REGIONAL CAMPAIGN SCHEDULE *

The chart below indicates the proposed schedule and timing of FY18 Regional Campaigns. Please note these campaigns undergo ongoing assessment to evaluate success of past campaigns and consideration of new projects. Any of the below may be canceled or adjusted based on these assessments.

TIMING	CAMPAIGN	DURATION
July-Aug, 2017	Summer	8 weeks
Sept-Oct, 2017	Fall	9 weeks
Nov-Dec, 2017	Holiday	8 weeks
Jan-Mar, 2018	Winter	12 weeks
Apr-June, 2018	Spring	13 weeks

* *Niche campaigns will take place in addition to the schedule outlined above as appropriate.*

NATIONAL MARKETING messages will position Visit Billings as the **Gateway to Yellowstone** National Park, establishing the value of Billings as a convenient, authentic and unforgettable destination to include in vacation planning. Travel writers and travelers have increasingly equated a sense of “authenticity” or “local experiences” with things “not found in a guidebook.” (ReidonTravel.com). Annual placements will be ignited by Q3-4 marketing efforts aimed to reach travelers interested in unforgettable spring/summer travel experiences, both flying and driving.

Placements in proven publications and websites will continue: TripAdvisor.com, Budget Travel and select national travel publications. Preference is given to print media with digital components when Billings-specific editorial can be leveraged.

INTERNATIONAL MARKETING is a segment the Visit Billings team continues to explore and research. The strategy begins with the process of educating potential visitors in Germany, Asia and other proven markets. Forthcoming research will dictate the specific demographic and geographic Asian markets that are appropriate for Billings. Connections made during an FY17 Familiarization Tour with an Asian tour company will lead to placements and promotion of their now existing Billings content to a proven audience to begin testing the Asian market.



Messaging will position Billings as a western destination with urban amenities, access to Yellowstone National Park, outdoor adventure and unrivaled historical icons. Initiatives include utilizing partnerships and strong voices through the MOTBD and Brand USA as appropriate to amplify Billings' impact in the vast markets.

Additionally, international travel recruitment shows like IPW, Go West and RMI will be utilized to further understand the markets, build Billings as a destination of choice and build awareness for Billings as THE Gateway to Yellowstone, as many operators are only aware of Bozeman.

FY18 will also see Visit Billings continue to expand in the **Canadian** market, with emphasis on markets directly above the state of Montana geographically – Alberta and Saskatchewan territories. Access to history, scenic landscapes and outdoor adventure make Billings a competitive destination when exchange rates are strong.

Finally, Visit Billings will continue to research other potential international markets in FY18.

The Asian market presents several strengths for Billings' positioning:

- Max Baucus (US Ambassador to China) helps position Montana tourism in China.
- Primary destinations are New York and LA. However, Yellowstone is often third on their lists, making Billings a strong contender.
- Visas can now be used for 10 years rather than one visit, which may shorten visits but will bring them back multiple times (making that third visit to our region more likely).
- This market is not necessarily seeking experiential travel, but iconic photo opportunities, which Billings has an abundance of.
- Prime travel time is May and October. This is a strength for our target value season, but may present a challenge in promoting the Beartooth Highway as a Gateway to Yellowstone.

PRINT ADVERTISING - REGIONAL

Because a significant percentage of the regional audience resides in small-medium markets, print remains a relevant component to the media mix, although a smaller share in recent years. Visit Billings will continue to leverage strategic use of print placements involving special small-medium market publications, as well as tying in Billings content wherever possible.

REGIONAL SPRING, 2017 (APR-JUNE)

VISIT *Billings*
MONTANA'S  **TRAILHEAD**

LET THE
TRAIL LEAD YOU
TO AN ACTION-PACKED
GETAWAY



PLAN NOW. VisitBillings.com/rediscover



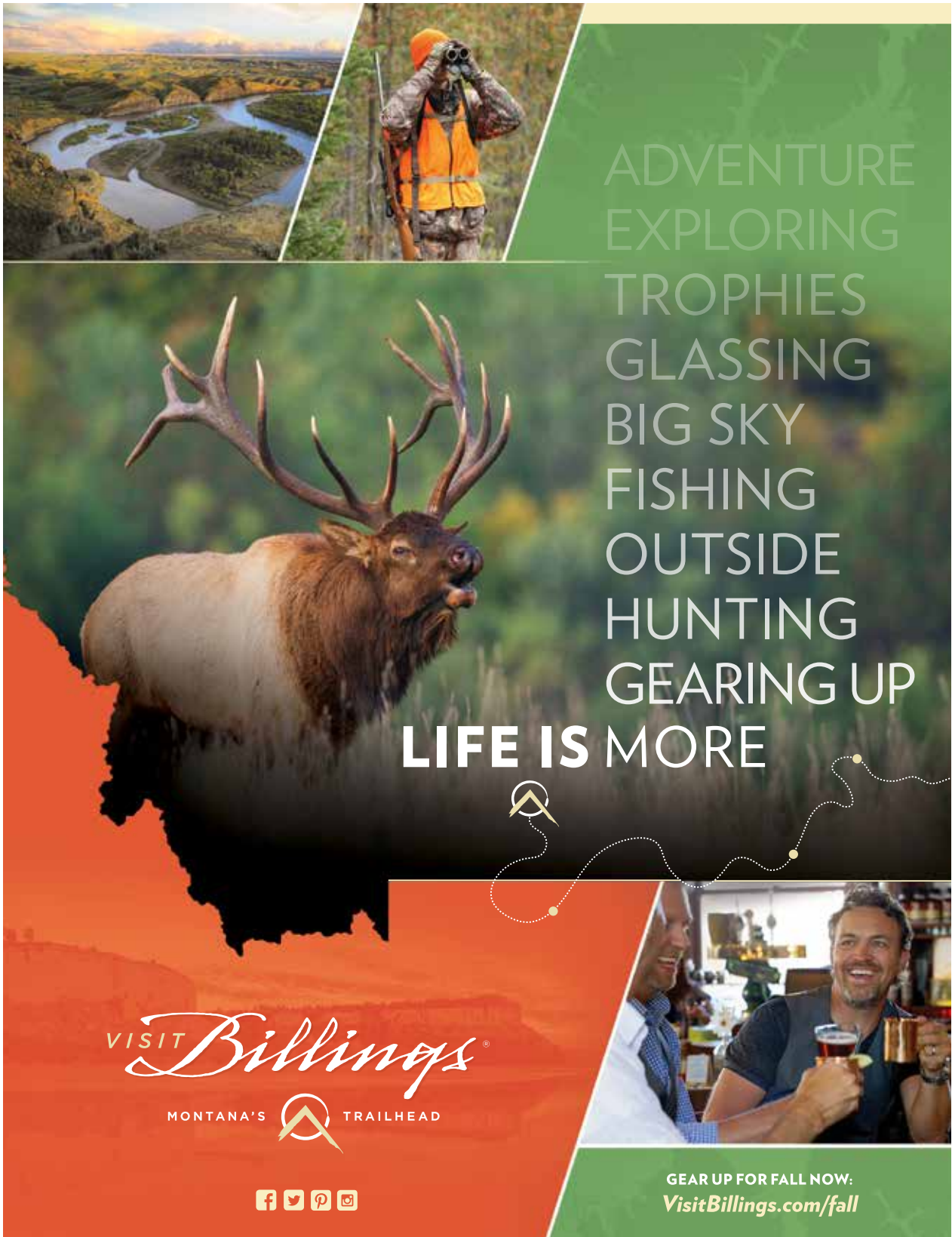
REGIONAL WINTER, 2016/2017 (JAN-MAR)

REGIONAL HOLIDAY, 2016 (NOV-DEC)


A promotional graphic for the Regional Winter 2016/2017 season. It features a collage of images: three women laughing at a bar, a person walking on a snowy mountain path at sunset, and a person carrying skis. The central text reads "SNOW MUCH TO DO" with a mountain peak icon inside the letter 'O'. Three callout boxes with 'X' icons point to "ADVENTURE", "GEAR UP", and "GETAWAY". The "VISIT Billings" logo is at the bottom left, with "MONTANA'S TRAILHEAD" below it. A call to action asks "WANT TO THROW SOME SNOW?" and provides the website "winter-in-montana.com". Social media icons for Facebook, Twitter, Pinterest, and Instagram are at the bottom right.





A promotional graphic for the Regional Holiday 2016 season. It features a collage of images: a person walking with shopping bags, a snowy sunset, and two women taking a selfie with shopping bags. The central text reads "MERRY FEASTING GIVING LAUGHING FESTIVITIES RELAXING SHARING SHOPPING HOLIDAYS LIFE IS MORE" with a mountain peak icon. The "VISIT Billings" logo is at the bottom left, with "MONTANA'S TRAILHEAD" below it. A call to action says "SHOP, SHARE & SPREAD THE CHEER THIS SEASON IN BILLINGS" and provides the website "VisitBillings.com/holidays". Social media icons for Facebook, Twitter, Pinterest, and Instagram are at the top right.

REGIONAL FALL, 2016 (AUG-OCT)



ADVENTURE
EXPLORING
TROPHIES
GLASSING
BIG SKY
FISHING
OUTSIDE
HUNTING
GEARING UP
LIFE IS MORE

VISIT **Billings**[®]
MONTANA'S  TRAILHEAD

GEAR UP FOR FALL NOW:
VisitBillings.com/fall

REGIONAL NICHE - FLY BILLINGS, 2016 (SEPT-NOV)

VISIT *Billings*
MONTANA'S TRAILHEAD

STAY & FLY
BILLINGS, MONTANA

BIG SKY MONTANA'S ONLY WALKABLE BREWERY DISTRICT
EXPLORE ADVENTURE CONVENIENT
#FLYBILLINGS
TRAVEL WITH EASE URBAN DESTINATION
MONTANA'S CITY

FLY THROUGH BILLINGS FOR YOUR NEXT ADVENTURE

- Convenient non-stop flights serving nine major hubs
- 5,000+ rooms with hotels ranging from brand name chains to local historic properties
- Best selection for shopping in the area paired with award-winning cuisine

BOOK NOW FOR SPECIAL HOTEL RATES:
VisitBillings.com/fly

f t p i

REGIONAL NICHE - BREWERY, 2016/2017 (NOV-JUN)

LIFE IS
UNCOMPROMISING
EXPERIENCES
FLAVOR
HISTORY
CRAFTED

MORE

VISIT *Billings*
MONTANA'S TRAILHEAD

Check out the only walkable brewery district in Montana, offering six breweries and two distilleries, many boasting major national awards!

VisitBillings.com/sip

f t p i

REGIONAL SUMMER 2016 (JULY-SEPT)

ADVENTURE
CULTURE
BASEBALL
SHOPPING
BREWERIES
EXPLORING
RUNNING
CONCERTS
OUTSIDE

LIFE IS MORE
IT STARTS HERE

VISIT Billings
MONTANA'S TRAILHEAD

Facebook Twitter Pinterest Instagram

CHECK OUT OUR EVENT LINE-UP:
VisitBillings.com/summer

PRINT ADVERTISING - NATIONAL

Gateway themed creative in hi-glossy travel and outdoor magazines that also focus on the digital and social viewing habits of their key audience will continue to be our focus in reaching national and international audiences. The key placements identified below include, but are not limited to the scope of publications utilized to reach this audience. Visit Billings is constantly mining for viable opportunities to reach and grow this audience. Copy, images, headlines and premium placements are customized per publication, theme and audience to maximize our exposure as well as leverage our familiar brand standards throughout.

EXPERIENCES
 LOCAL FLAVOR
 BIG SKY COUNTRY
 ADVENTURE
 EPIC VIEWS
 BEARTOOTH HWY
 FRESH AIR
 EXPLORING
 YELLOWSTONE
 UNPLUGGED

LIFE IS MORE

Outside
BEST TOWN EVER
 2016

Experience your gateway to **YELLOWSTONE NATIONAL PARK**
 via **BEARTOOTH HIGHWAY**, along with vistas and
 adventures in Billings.

PLAN YOUR YELLOWSTONE ADVENTURE:
VisitBillings.com/yj

VISIT *Billings*
 MONTANA'S  TRAILHEAD

LIFE IS
 ADVENTURE
 EXPLORING
 EPIC VIEWS
 EXPERIENCES
 BIG SKY COUNTRY
 BEARTOOTH HWY
 FRESH AIR
 LOCAL FLAVOR
 UNPLUGGED



MORE 

Experience Montana's truly local flavor on the back roads and in the open spaces of Big Sky Country. Take in the stunning views of the scenic Beartooth Highway to Yellowstone National Park. Start your trip in "Montana's City," Billings, Montana's Trailhead.

VISIT Billings
 MONTANA'S TRAILHEAD

PLAN NOW:
VisitBillings.com/glacier



**YOUR TRAILHEAD TO MONTANA'S
 BIG SKY COUNTRY**








VISIT Billings
 MONTANA'S TRAILHEAD

TAKE IN THE STUNNING VIEWS OF THE SCENIC BEARTOOTH HIGHWAY TO **YELLOWSTONE NATIONAL PARK.**

Savor distinct, award-winning cuisine, truly local flavor and Montana's only walkable brewery district. Make your National Park Service Centennial experience a once in a lifetime adventure by delighting in what has been called "the most beautiful drive in America," the Beartooth Highway, your entry to Yellowstone National Park just 60 miles from Billings. The fresh mountain air and forever views will follow you no matter where your travels take you.

Click now and start planning your trip today.





LIFE IS MORE
 LOCAL FLAVOR
 BIG SKY COUNTRY
 ADVENTURE

VISIT Billings
 MONTANA'S TRAILHEAD

PLAN NOW: VisitBillings.com/adventure

PRINT + DIGITAL ADVERTISING - INTERNATIONAL

The team will continue to research, and mine for viable opportunities to reach an international audience, to include Asia, Europe and Canada.

Billings

Billings ist mit rund 100.000 Einwohnern die grösste Stadt in Montana. Da sie wie durch Zauberei seit ihrer Gründung rapide anwuchs, wird die Stadt auch «Magic City» genannt. Sie ist Verwaltungssitz von Yellowstone County und befindet sich im Südosten des Bundesstaates Montana. Billings liegt grösstenteils im Yellowstone Tal, das vom Yellowstone River geformt wurde. Die nahegelegenen Attraktionen Yellowstone National Park, Pompeys Pillar und Little Bighorn Battlefield Monument locken jedes Jahr zahlreiche Touristen nach Billings.



Beartooth Highway



Der Beartooth Highway ist eine der schönsten Strassen Amerikas. Mit atemberaubenden Ausblicken auf die Absaroka und Beartooth Mountains führt der ca. 100 Kilometer lange Highway bis zum Nordosteingang des Yellowstone National Park, ein absolutes Must-do für jeden Besucher der Region. Reisende aus der ganzen Welt befahren jedes Jahr diese bemerkenswerte, gewundene Passstrasse und kehren mit unglaublichen Bildern und Erinnerungen zurück.

Little Bighorn Battlefield



Historisch und ergreifend – das Little Bighorn Battlefield National Monument gedenkt der Schlacht am Little Bighorn am 25. Juni 1876. Hier wurde das 7. US-Kavallerieregiment unter General George A. Custer von den Sioux, Cheyenne und Arapaho Indianerstämmen, angeführt von Sitting Bull und Crazy Horse, vernichtend geschlagen. Etwa 5000 Grabsteine erinnern an die Soldaten, die in Amerikas Schlachten geschlagen wurden.

Pompeys Pillar



Pompeys Pillar National Monument ist das einzige Zeugnis von Lewis und Clarks berühmter Expedition durch die Gegend im Jahre 1806. Reisen Sie zurück in die Zeit, in der die beiden Forscher durch das Land streiften und unbekannte Regionen entdeckten. Das National Monument erhebt sich über dem Yellowstone River, dem längsten frei fliessenden Fluss Amerikas.

Highlight



Brewery District

Durstige Reisende finden in Billings charmanter Innenstadt, genauer gesagt im Brewery District, zahlreiche begehbbare Brauereien. Friedlich während des Tages, lebendig in der Nacht, geniessen Sie auf einer der Aussenterrassen der Pubs ein köstliches Getränk Ihrer Wahl. Prost!

“OF ALL THE MEMORABLE VIEWS,
THE BEST HAVE BEEN FRAMED
BY MONTANA WINDOWS.”

- William Hjortsberg



TELEVISION ADVERTISING

According to the *MOTBD Trends Report*, brands are getting wiser with content by creating **highly digestible and enjoyable pieces** that may shift brand perception (April, 2015). 2017 saw continued use of video to drive campaign traffic with high-energy, compelling video including: (1) Summer :30 spot, (1) Fall :30 spot, (1) NAIA :30 spot and (2) Spring :15 spots.

During FY17 we doubled down on conventional TV placements, working for maximum exposure and mind-share in the regional markets we are seeking to influence. This move away from digital placements has resulted in less measurable traffic, as TV placements require the user to type in the full vanity URL in order to be tracked, which few will do. We have, however, managed to reach a different demographic that is less dependent on digital, and do so in a less intrusive manner.

We will continue to utilize our extensive and strong video footage where appropriate, and will endeavor to land on the right mix of digital and conventional placements to maximize our reach with regional audiences.








DIGITAL ADVERTISING - REGIONAL

Display advertising is by definition a “pattern interrupt” type of marketing which means the creative content needs to be so captivating that the visitor will stop browsing to click on your ad, or so impactful they will come back to it later - ultimately transporting them into the sales path. Display advertising is relevant, especially when powered by laser targeting. The digital plan is an integrated mix of direct buys on regional news and TV websites, as well as **programmatic** to serve ads across the Internet based on a person’s behavior, geographic location, demographics and interests.

The strategy for digital banners is to focus on the best-performing ad sizes served across all device channels - desktop, tablet and mobile. When appropriate, follow-up messaging is delivered to users who have engaged with our ads in the form of retargeting campaigns with a specific call to action. Across all ad formats and placements, the overall average CTR is 0.05%. Our digital display ads for our fall, holiday and winter campaigns saw CTRs between 0.04% - 1.19%. Recently, the measurement for digital ad performance has been moving away from CTR towards measurements of engaged sessions - the number of unique sessions in which a user spent at least 5 seconds on the page after clicking through.

DIGITAL ADVERTISING - NATIONAL

The objective for national digital placements is to inspire potential travelers and orient those that are researching and booking summer vacations. Hyper-targeting will be utilized within each placement to serve impressions based on a person’s behavior, location, demographics and interests. Digital platforms that serve editorial, advertorials, e-newsletters, digital magazine placements and social media posts have been successful for Visit Billings.

AD CHANNEL	DESCRIPTION
	<p>Trip Advisor is the world’s largest travel site, enabling travelers to plan and experience the perfect trip. Complete with trusted advice from real travelers and a wide variety of choices, Trip Advisor is a trusted partner.</p> <p>The 2017-18 plan proposes a continuation of its Tourism Sponsorship contract whereby visitors can navigate to a unique page featuring Billings, Montana. Geotargeting MT, WY, ND, SD and Canada.</p>
	<p>Budget Travel is a multi-platform travel media and services company that empowers consumers to travel the globe on any budget. Budget Travel branded content reaches more than 5.5 million consumers monthly through digital, books, mobile, apps, social media and tablets. Increased investment on this proven platform continues to yield impressive results.</p>
	<p>Sojern’s robust platform is powered by programmatic buying and travel data insights. Boasting access to over 200 million traveler profiles and billions of intent data points, Sojern connects to a valuable, qualified audience and drives conversions.</p>
	<p>In FY17, Visit Billings worked with Brandpoint to create a “listicle” (a list based article) which was then distributed on Brandpoint’s network of news sites with a guarantee of 500 or more online placements. The Brandpoint listicle drove 645 visitors in a very steady stream over the course of the winter campaign - 45% of all referral traffic.</p>
	<p>iExplore is the top travel junkie site for adventure and experiential travel. Forbes Magazine has recognized it as the “Best Adventure Travel Website” for eight years counting! More than 71% of iExplore visitors have NOT made a travel destination decision prior to visiting the site. (MOTBD)</p>

DIGITAL ADVERTISING - REGIONAL AND NATIONAL



PAY PER CLICK

YouTube advertising is considered to be a successful component of integrated marketing mix. This year, we maintained our baseline \$500/mo spend using our full length tourism video, without including seasonal videos. This year's \$6,000 spend has led to 551 sessions on the site, for roughly a \$10.88 CPC. Viewership was at 34,389, giving us \$0.18 CPV. Impressions are geotargeted to Montana, Wyoming and the Dakotas. As a side note: this year we split presentation between in-display (presented next to selected video as "related") and in-stream (presented before the desired video with option to skip after 5 seconds). In-stream was much more effective in getting views... once started viewing, 18% of viewers were willing to watch the first full minute or more.

AdWords continues to be a solid performer as a part of the media mix. It consistently provides approximately 10% of site traffic to VisitBillings.com, and is very reasonably priced: our current CPC is \$.37 and monthly spend is set at \$500. Increasing monthly budget would yield further clicks; there is more "inventory" for the keywords we are currently using. In an effort to yield further clicks while maintaining efficiency, the monthly AdWords budget will see an increase in FY18.

RADIO

Rural communities are often "radio communities," and the Visit Billings regional geographic market has no shortage. Oil, agriculture and tourism drive the economy. In 2017-18 we will continue to consider this medium to reach a rural audience with target radio (:30) commercials on country, adult contemporary and news talk stations.

NATIVE ADVERTISING

Native advertising is advertising designed to be integrated into a specific site or platform and blend seamlessly with current content. Native ads leverage the "non-disruptive" engagement model of reaching consumers.

Native ads are one of the fastest growing digital ad formats, more likely to get clicked compared to historical display ads, achieving greater cost efficiencies. When done right, they drive post click behavior as well as branding metrics, linking users to content that engages and communicates. Direct buy placements as well as programmatic impressions will continue to be utilized to strategically reach a qualified audience.

NEWSLETTERS

Visit Billings will continue to distribute a leisure e-newsletter to its database of opt-in subscribers. This newsletter will primarily push last minute deals and event information to the following industry trends:

- US consumers love the idea of the instant gratification and adventure that come with taking spontaneous trips (Iconoculture 2017).

- Last minute bookings are becoming more-and-more prominent for US travelers. On a national scale there is more evidence of shrinking lead times. While only 9% of all flight searches conducted by US travelers are three or less days in advance, 18% and 10% of flight bookings are made for last minute stays for travelers (Sojern 2016).

Additionally, Visit Billings produces an informational and educational e-newsletter for tourism partners.

PHOTOGRAPHY

Visually compelling and INSPIRING photography increases engagement across all media applications, whether it be increasing the view rate of an article, swaying a consumer's selection process or improving social media interaction. Articles containing relevant images have 94% more total views than articles without images, on average. (JuffBullas.com) Given the visual age we live in, the power of strong photography cannot be emphasized enough.

Maintaining an inventory of current Billings-specific photographs is critical in representing the destination in a relevant, fresh and compelling manner. Visit Billings makes a year-round effort to acquire imagery that supports marketing efforts, and showcases iconic Billings.

In 2017-18 Visit Billings will continue to tap local talent for existing images and also schedule custom photo shoots to capture specific scenes, location and audience demographics to keep pace with media frequency and trends. Emphasis this FY will be placed on relevant photos with people in them experiencing the destination.

Photos will also be used on social media platforms and VisitBillings.com, and will be available to tourism organizations and partners at no charge.

SCENIC DRIVE APP

The Visit Billings Scenic Drive App was overhauled last year to refresh the content, address availability in app stores, update photography, etc. The app is loaded with must-see locations, one-click driving directions and background information to further enhance the user experience.

VISIT BILLINGS VIDEO





A new promotional video was completed for Visit Billings in FY17. The video will be leveraged for leisure recruitment in FY18, with shorter versions of the video re-cut to focus on different market segments, key demographics, and specific calls to action. These tools will come in to play for regional and national marketing as well as for group recruitment and social promotion


OUT-OF-HOME - BILLBOARDS

Billboards play an important role in our ongoing strategy. Annual placements in Montana and South Dakota elevate brand awareness and drive visitors to Billings, Montana’s Trailhead. Additional boards will also be designed and placed for some Visit Billings supported local citywide events or campaign specific initiatives as deemed appropriate. Additionally, billboards have been placed along the interstate approaching Billings demonstrating amenities to encourage passersby to stop and spend time in Billings.

Billboard placements for consideration 2017-18 continue to be:

In Wyoming between Spearfish and Sheridan, Visit Billings will consider placing summer billboards that contradict *Wyoming Tourism* messaging that “Route 16 is faster, prettier.” The objective is to encourage travel along Warrior Trail 212, and through Billings, Montana’s Trailhead to Yellowstone National Park.

LOCATION	MESSAGE
<p>Rapid City, South Dakota</p>	
<p>I-90, Hardin, Montana</p>	
<p>I-90, Laurel, Montana</p>	
<p>I-90, Billings, Montana</p>	

LOCATION	MESSAGE
27th Street, Billings, Montana	

OUT-OF-HOME ADVERTISING

Out-of-home (OOH) advertising reaches consumers while they are “on the go” outside their home. The Outdoor Advertising Association of America classifies outdoor media formats in four categories: billboards (traditional and digital), street furniture (bus shelters, news racks), transit (buses, taxis, airports) and alternative (anything you can imagine). A 2013 Arbitron Out-of-Home Advertising Study revealed that OOH viewership among travelers is 84% and OOH media viewers overall are more likely to live in upper-income households.

Out-of-home advertising will continue to be included in the 2017-18 Marketing Plan, to capture consumers while they are traveling, and to further position Billings as Montana’s Trailhead.

OUT-OF-HOME - TRANSIT

Visit Billings seeks to repeat the Minneapolis (MSP) Airport Takeover installations in the Dallas Fort Worth direct flight market. Messaging note that Montana has never been closer and will position Billings as THE Gateway to Yellowstone National Park while elevating the city of Billings as a destination of choice.

OUT-OF-HOME – ALTERNATIVE

More than just billboards, alternative OOH media placements can include coffee cup sleeves, store bags and even chalk art. FY18 will seek to extend this thinking into market takeovers and experiential marketing efforts.

FY16 saw the installation of alluring and memorable creative on five tractor trailers through DTS. These trailers continue to travel through the western half of the United States and encourage viewers to use #DriveToBillings. This OOH placement continues and is celebrated when users engage with the content.



TREND: AUTHENTIC & IMMERSIVE ADVENTURES

YouVisit analytics have found that more than 13% of people who take a Virtual Reality (VR) tour of a destination have their interest piqued enough to take the next step in the process of planning an actual trip. About 2 out of 3 US travelers say being exposed to VR experiences would influence them (Iconoculture, April 2017).

EXPERIENTIAL MARKETING

Experiential marketing is a form of advertising that focuses primarily on helping consumers experience a brand in a sensory way. It triggers emotion and relational connections more than any other channel of communication. Experiential Marketing is what a brand does to get people “participating.”

The intent is to form an emotional connection between consumers and the Visit Billings brand by immersing them in a fun and memorable experience, thereby generating customer loyalty and influencing a purchase decision. The key is to incorporate multi-sensorial engagements.

The travel industry has been revolutionized by new technologies that seek to give users an “in-person” experience. As mentioned previously in this document, YouVisit analytics have found that more than 13% of people who take a Virtual Reality (VR) tour of a destination develop enough interest to continue planning an actual trip. Additionally, two thirds of travelers say that they would be influenced by exposure to VR experiences. As Visit Billings expands its leisure offerings in FY18, 360 video and VR options will be researched in order to give attendees at travel and adventure shows a true

experience at Montana’s Trailhead, helping build brand awareness for future travel decisions.

Traditionally, Colorado has been the top competitor for Billings. However, technological advances, open travel markets and developing demographic values have expanded the competitive market to include DMOs from around the world.

Because budgets are smaller than the larger DMOs, there’s no way to compete solely in traditional advertising. For this reason, it is important for Visit Billings to consider advertising options which are more active and meet the desired audience where they are to generate engagement and stand out from other destinations.

The proposed experiential marketing campaign is designed to interact with audiences on higher levels, create awareness and excitement for the experiences in and surrounding Billings and also enable multi-use campaign assets to extend advertising budgets beyond FY18.

When considering the campaign budget and necessary components, multiple objectives were considered:

- Stay within or under the estimated campaign spends for FY18
- Enable greater exposure with reusable assets
- Flexibility to continue expanding the experience as technology and budget becomes available
- Adaptable to fit ALL promotions, audiences, locations and seasons
- Ability to use the experience in Billings in the Welcome Center or around town as easily as in other cities

Visit Billings can ‘take over’ as many cities as schedules and budgets allow, the assets remain in your control, Billings interacts with the target audience in more meaningful ways and Visit Billings gains video/photography, which can be used in future promotions.

The proposed experiential marketing campaign for Visit Billings FY18 includes the following components:

- Scalable wall of tokens
- Customized smart vending machine
- Billings and related area swag
- Customized BizBox trailer for hauling smart vending machine
- Virtual Reality and Augmented Reality experiences

The concept and messaging for the campaign is based on the increasing trend around ACCESS. It’s designed to meet target audiences wherever they are and interrupt conversations with meaningful and interactive brand messages that bring the essence of Billings forward.

“Grab Your Access” was selected because of its ability to communicate more than one message and provide an unlimited number of experiential options to tie in the five senses. This slogan also directly aligns with Montana’s primary messaging for the State:

A place where one has access to uniquely powerful encounters with the natural world, as well as the comforts of modern life.

As previously mentioned, FY18 will seek to build in experiential marketing efforts as budget allows.

WEBSITE: VisitBillings.com

VisitBillings.com will continue to serve as a tool to ORIENT and FACILITATE visitors to the region. The site is maintained regularly and provides in-depth information, maps, guides, suggested itineraries and must-sees for Billings and the area. All media placements will direct visitors to the Visit Billings home page, via a unique URL like VisitBillings.com/America. This strategy offers visibility into a person's origin for tracking and planning purposes.

Success is measured by total 'visits' to the website. For reporting purposes, any activity beyond the home page is considered a conversion. Google Analytics is used for tracking and monitoring VisitBillings.com. During the 2016 calendar year, Visit Billings made an effort to reduce promotion to local residents who would not end up traveling to Billings or getting a hotel room in the area. Historically, these folks have been major participants in promotional giveaways and contests that we've put on. Our efforts along these lines have had an impact: Billings made up 52% of Montana site traffic in 2015, and was reduced to 48% in 2016. At the same time, we managed to grow Montana traffic by 28% in the same period, meaning that our reduced traffic was countered by additional residents from neighboring towns that are much more likely to travel and stay in Billings.

Some traffic from regional neighbors also saw increases year-over-year:

Oregon: up 47%
Utah: up 42%
Wyoming: up 23%
Washington: up 4%

Some, however, were down:

Idaho: down 18%
Colorado: down 26%
South Dakota: down 44%
North Dakota: down 51%

The Dakotas, in particular, are regional feeders that saw substantial economic changes in the past year as well as a reduction in our marketing efforts accordingly. It is possible that our numbers are just one of many statistics that reflect the changes in the area.

On the whole, down was more prevalent than up: US traffic was down 2% YOY, and Canadian traffic (our only other major contributor) was down 58%, which coincides with our reduction in Canadian market promotion. Our final numbers are as follows (data is based on calendar years):

Sessions:	Pageviews:
2014 - 149,636	2014 - 392,048
2015 - 231,949	2015 - 571,426
2016 - 212,995 (down 8%)	2016 - 568,019 (down 1%)

The year 2015 results did see a boost from the Fall campaign that was sourced from a vendor who made programmatic placements we would not make again, and so is perhaps artificially inflated. Our efforts in the coming year will be to resume the upward ramp we have been on in past years.

Winter-In-Montana.com

This new microsite was introduced in 2016-17 to help position Billings as a viable and competitive winter tourism destination in Montana. Campaign efforts on both a regional and national level directed to this site. These efforts are expected to continue and be reinforced for FY18.

Yellowstone National Park Gateway Microsite and Marketing Effort

Visit Billings seeks to counter the Wyoming Office of Tourism's efforts along the corridor between South Dakota and Cody. While OOH placements have been made to begin this effort, Visit Billings will secure several URL's including RoadtoYellowstone.com, RoutestoYellowstone.com, and TraveltoYellowstone.com and create a microsite with Gateway related content positioning Billings as the place to begin a YNP adventure.

BILLINGS GUIDEBOOK

The Billings Guidebook will continue to be utilized this year to ORIENT visitors to the Billings area and FACILITATE their experience. Planning in previous FY's positions Visit Billings with enough current guides to last through FY18, so no reprint is planned. The guide is an advertising-free publication directing visitors to extend their planning to VisitBillings.com. They are distributed through Certified Folder through Missoula, Belgrade, Billings, Great Falls, and Black Hawk, South Dakota, and is mailed promptly to visitors requesting a copy either by our staff or through a contractor like MTS or COR Enterprises.

Visit Billings will continue planning a simplified fulfillment piece to enhance the Guidebook experience. Current plans call for a smaller, lively flip book enticing visitors to engage with VisitBillings.com and explore the destination further. The goal of this piece will be to ultimately reduce the number of full-size Guidebooks printed annually.

FLY BILLINGS

Fly Billings is a highly targeted regional campaign encouraging consumers to fly out of Billings over other regional options. The campaign will run twice in the FY, in the fall ahead of the holidays and in the spring ahead of the high season. The effort drives consumers to seek "Park and Fly" options in Billings, encouraging the overnight to boost occupancy.

As so, limited, extremely focused print ads have proven successful in driving traffic for campaigns that offer an inherent money savings for consumers. The nature of the "Park and Fly" creative lent itself to a campaign heavily focused in print within the designated 250 mile campaign radius. Print ads were coupled with digital placements geotargeted to the same 250-mile radius. Utilizing a third party vendor that specializes in cross platform travel data, we were able to retarget visitors that had shown an interest or booked a plane ticket into or out of Logan Airport. In addition to the traditional print and digital aspects of the campaign, we utilized Google Adwords to capture the attention of those searching for stay and fly deals or opportunities to save on airport parking.

For FY18, this campaign will largely focus on recruitment to the American Airlines flight to Dallas Fort Worth, encouraging both local and regional travelers to Fly Billings on American Airlines and promoting the widespread market access to Dallas opens for us.

MARKETING METHODS: LEISURE - GROUP TOURS

METHODS/TACTICS

- Travel Shows and Summits (Ex. U.S. Travel Association’s IPW)
- Rocky Mountain International (RMI) Partnership
- Familiarization (FAM) Tours
- Translated Marketing Materials
- Print and Digital Advertising

Up until 2015, the directive to Visit Billings staff from lodging partners and the TBID Board of Directors was that each individual property would seek its group tour opportunities internally. As the sleeping room inventory reaches 5,000 today (55 hotels), the Visit Billings team was charged with growing this segment. In FY18, staff will continue to take a proactive approach to build relationships with national and international tour operators. These strategies are essential for growth in this segment of the leisure market.

The team positions Billings as an attractive, economic destination when group tour operators plan their Yellowstone and Montana vacations for their clientele. Additionally, the team works to better define product that aligns new itinerary opportunities along the national park corridor including Mount Rushmore and Badlands National Parks in South Dakota and Bighorn Battlefield and Yellowstone National Parks in Montana and Wyoming. Billings is a strong option as a stopover for operators with its historic, cultural and culinary offerings.

FY18 strategies will assist with better communication of Billings as Montana’s path to and from Yellowstone and other popular attractions for the national and international tour operator. Currently, the Visit Billings Sales Manager works to create demand with group tours along with meeting and recruitment efforts. In FY18, the expansion of the Leisure Marketing Manager to a full-time position will allow both managers to work the group tour segment of the leisure market. While group tour travel shows will not be expanded, the opportunity to follow up with leads and foster relationships should assist with creating more opportunities.

TRAVEL CONVENTIONS & SUMMITS

Attendance to key group travel conventions like the U.S. Travel Association’s IPW and Go West Summit will be utilized to better align Billings with international tour operators who are looking for product in the western United States including, but not limited to, access to Yellowstone and southeast Montana attractions.

FAMILIARIZATION (FAM) TOURS

The Visit Billings team will work with entities including the Montana Office of Tourism and Business Development in order to combine efforts for FAM tour opportunities. FAMs enable Visit

Billings staff and local tourism partners to host decision makers, allowing them to enjoy the attractions and offerings provided in Billings. FAMs ultimately help better position Billings as a valuable stopover destination.

RMI PARTNERSHIPS

Visit Billings will also foster existing, and build new, relationships with regions that partner with Rocky Mountain International (RMI). Efforts with RMI focus primarily on the markets of Australia and New Zealand, UK, Benelux, France, Italy and Germany. RMI is also working on partnerships in the Nordic Region. Visit Billings will attend the RMI Round Up to assist with efforts in this marketplace. With Asian market opportunities growing, Billings will also be promoted as an ideal, visitor-friendly gateway choice.



TRANSLATED MARKETING MATERIALS

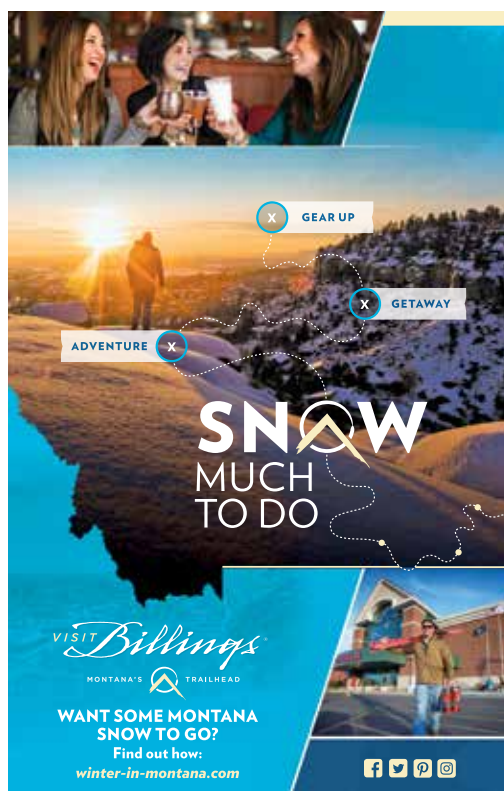
Visit Billings branded USB flash drives featuring portions of the Visit Billings website translated into Spanish, French and Mandarin, along with the English version digital Visitor’s Guidebook and Promotional Video will be distributed at conventions and summits as appropriate.

Parts of VisitBillings.com are accessible in Spanish, German, French and Mandarin.

PRINT AND DIGITAL ADVERTISING

The team will also work with its Agency of Record, A.D. Creative Group, to strategically place creative marketing in publications to assist with brand lift for Montana's Trailhead, including but not limited to the following:

PUBLICATION	DESCRIPTION
Group Travel Leader Magazine	<ul style="list-style-type: none"> Long regarded as the industry's most trusted voice, The Group Travel Leader is published 10 times per year and is read by more than 28,000 travel buyers and industry professionals including members of NTA, ABA, UMA, USTOA, OMCA and SYTA.
Group Tour Magazine	<ul style="list-style-type: none"> Part of Group Tour Media, the world's largest travel resource for the group travel industry. Distributed to 15,000+ group tour planners across the United States and Canada, including ABA, NTA and OMCA operators.
Leisure Group Travel Magazine	<ul style="list-style-type: none"> Published 6x per year, serves group travel marketplaces, include lead-gen component. 20,000 print subscribers, 10,000 newsletter subscribers and 15,000 monthly web views.
NTA National Tour Association	<ul style="list-style-type: none"> Leading association for travel professionals serving customers traveling to/from/within North America.
Trip Planner Magazine	<ul style="list-style-type: none"> Reaches group leaders and NTA tour operators.
Courier Magazine	<ul style="list-style-type: none"> #1 travel-trade publication mailed to over 15,000 tour operators and travel buyers.
Best of USA Directory (annual directory)	<ul style="list-style-type: none"> The only U.S. based trade association approved by the China National Tourism Administration. Distributed to leisure travel professionals in China. Print circulation 5,000.



MARKETING METHODS: TWO-WHEELED MARKET

Two wheeled travelers are an extension of the Leisure Market. In addition to city-wide rallies and group tours, efforts are made to attract the individual rider seeking wide open space and western pace.

PRINT AND DIGITAL ADVERTISING

Print continues to reach boomer riders who tend to read issues cover-to-cover. All placements target male and female motorcycle enthusiasts. The addition of digital offers a cost-effective means to include a younger demographic and round out an integrated approach.

The “#1 Motorcycling Road in America” designation will be prominently featured in all placements. Copy includes relatable terminology like “kick start” your adventure. “Big Sky...” reference remains the common headline and will be customized per publication. Social media icons and vanity URLs are utilized throughout.

PUBLICATION	DESCRIPTION
RoadRUNNER Magazine	<ul style="list-style-type: none"> • Focuses on touring and travel topics most important to motorcyclists, promoting cities with specific, targeted editorial highlighting local flavor.
Rider Magazine	<ul style="list-style-type: none"> • A monthly publication for passionate motorcycle riders.
American Motorcyclist Magazine	<ul style="list-style-type: none"> • A monthly magazine dedicated to the motorcycling lifestyle, and published by the American Motorcyclist Association.
Biker Incite	<ul style="list-style-type: none"> • The most sought out informational motorcycle rally vendor and event maps.
Sturgis Buffalo Chip	<ul style="list-style-type: none"> • Integrated packages reach rally consumers across multiple media platforms. • BuffaloChip.com with over 2.5mm page views. • Gazette Sturgis News is a go-to guide and the official souvenir program 100,000 copies printed reaching 502,000 readers. • Jumbotron video daily effective circulation 9,100.



HARLEY THEME



**YOUR TRAILHEAD FOR A GREAT ESCAPE TO
BIG SKY COUNTRY**

**PROUD HOST OF THE UPCOMING
2015 BMW MOA RALLY**

Experience Montana's truly local flavor cruising the back roads and wide open spaces of Big Sky Country. The fresh mountain air and forever views will follow you from the sandstone rimrocks to the switchbacks of the **BEARTOOTH HIGHWAY, VOTED BY AMA MAGAZINE AS THE #1 MOTORCYCLING ROAD IN AMERICA!** Kick-start your adventure in Billings, Montana's Trailhead.

Plan your great escape today:
VisitBillings.com/rider

[f](#) [t](#) [p](#) [i](#)

Visit Billings
MONTANA'S TRAILHEAD



GOLD WING (GWRRA) THEME



WING 38 DING

BLAZIN
BILLINGS The MONTANA
BEARTOOTH
AUG 31 - SEPT 3, 2016

Visit Billings
MONTANA'S TRAILHEAD

BIG SKY COUNTRY IS WAITING

WE LOOK FORWARD TO WELCOMING YOU IN AUGUST

- Experience Montana's truly local flavor framed by the sandstone Rimrocks
- Take in the fresh mountain air and forever views of Big Sky Country
- Blaze the switchbacks of the Beartooth Highway, voted by AMA magazine as the #1 Motorcycling Road in America!

PLAN NOW: VisitBillings.com/wingding

[f](#) [t](#) [p](#) [i](#)



MARKETING METHODS: MEETINGS & CONVENTIONS

METHODS/TACTICS

- Mining Sales Leads
- Tradeshows/Sales Missions/Site Inspections
- Newsletters and e-Communications
- VisitBillings.com/meet
- Incentives
- M/C Recruitment Video Consideration
- Digital and Hard-Copy Thank You Notes
- Enlist Local Support – “Meet Local” – Bring it to Billings 2.0
- Print and Digital Advertising

The same reasons Billings plays a successful role as a leisure destination apply to the recruitment of meetings and conventions to the destination. It’s all about the big sky and bucket list opportunities. Montana’s Trailhead offers ample, flexible meeting space, dozens of hotels including six convention-accommodating properties, quality air service including the American Airlines expansion between Billings and Dallas/Fort Worth in June 2017, easy connectivity with Interstates 90 and 94 merging as well as the scenic beauty of the west, the genuine frontier, bucket list adventures and the friendliness of Visit Billings customer service.

The goal of the Visit Billings team is to ‘Bring it to Billings.’ Montana’s Trailhead is a strong west region destination for meetings and conventions. Staff will continue to build relationships with key event planners and participate in industry tradeshows that will cultivate and foster new and returning meeting and convention business. Staff will also cultivate relationships with players in specific industries that align well with Billings and introduce them to the destination as a gathering option for groups of less than 400 attendees as well as city-wide options using multiple properties, facilities and/or venues.

MINING SALES LEADS

While Billings’ urban amenities and experiences on the edge of the Beartooth Pass and southeast Montana, including attractions like Pompeys Pillar, Bighorn Canyon and Little Bighorn Battlefield, help secure national rallies for the destination, subgroups from large rallies will be courted and invited to experience Billings. Leads will be mined and relationships with proper planners and association directors will be established and nurtured for potential booking opportunities by the sales and servicing staff.

TRADESHOWS / SALES MISSIONS / SITE INSPECTIONS

Visit Billings sales staff will attend some large tradeshows, but, by and large, the focus will be on building strong relationships with the planners Billings can serve best – those with attendance of 400 persons or fewer. The Visit Billings Sales Manager will attend

supplier hosted conventions and tradeshows with small, intimate attendance, giving Billings a stronger presence in front of buyers.

Convention sales efforts will concentrate on driving interest with the target list of planners, focusing closely on regional and state groups and associations, to secure new and repeat business for the destination’s six convention hotels. Site inspections and meeting planner FAM tours will be organized when appropriate. The Visit Billings team hosts planners well. Planners whom may not have seriously contemplated Billings as a meeting destination previously report excitement surrounding future bookings once they have been hosted by Visit Billings and tourism partners.

NEWSLETTERS AND E-COMMUNICATIONS

Relationship building with buyer contacts will be fostered with monthly connections including newsletters and promotions, both hard copy and electronic.

VISITBILLINGS.COM/MEET

The Meetings & Conventions landing page is housed on VisitBillings.com/meet and is continually updated to accommodate and serve planners, prospects and attendees. There is a creative through line in design, messaging and colors/fonts – so, after the hustle and bustle of a trade show or meet/greet, planners visiting VisitBillings.com/meet will know they’ve come to the right place, Billings, Montana’s Trailhead.



INCENTIVES

In an ongoing effort to reach and inspire planners to consider Billings as an unforgettable meeting destination, periodic incentive mailings will be deployed to qualified databases. As a kick off to New Year 2015, the Visit Billings team conceived a lively incentive to book by June and receive a complimentary welcome reception. A sturdy card that could double as a coaster of sorts was mailed, complete with the offer, contact information and a visual to ORIENT planners to Montana. Similar tactics, deemed appropriate, will be launched in FY17.

M/C RECRUITMENT VIDEO CONSIDERATION

In FY18, the Visit Billings team will research and consider creating a meeting and convention recruitment video. This short, yet exciting feature could help planners visualize their meetings and conventions at Montana's Trailhead.

DIGITAL THANK YOU NOTE

The Visit Billings sales team focuses on customer service at all times. In this segment, the team will continue to use the Digital Thank You Note, which allows an immediate secondary point of impression. The Sales Manager will use the tool as a follow up to prospective clients, with the ability to upload attachments that might be of interest to the particular party – for example, “Hi Bill, so nice meeting you. Attached is the trails map we discussed!” The system will also send reminders to the Sales Team after a designated period of time to assist in closing the sales loop. The Digital Thank You will also be used as a tool to support the Visit Billings strategic goal of Improved Visitor Experience. For specific conventions where applicable, the Sales Team will send a note upon registration, thanking attendees for registering and choosing Billings – for example, “Hello Cindy, we’re looking forward to hosting you this summer!”

The template features adaptive technology to ensure all content populates properly from desktop to tablet to phone. In addition to generating additional client touchpoints, the intelligent system maintains a database of all relevant information including:

- › Where the contact was met
- › Contact name
- › Contact email
- › Related project
- › Body Copy
- › Sent attachments

ENLIST LOCAL SUPPORT – ‘MEET LOCAL’ – BRING IT TO BILLINGS 2.0

FY16 realized the successful launch of the organization's second Meet Local program. This 'Bring it to Billings' focused campaign and presentation helped educate and encourage members of local associations, Rotary clubs, civic groups and also hobby enthusiasts, to assist the sales and servicing team in the recruitment of prospective meetings and conventions for the destination. After a brief hiatus in FY17, the program will be refreshed to be scheduled and offered to the appropriate audiences in FY18.



PRINT AND DIGITAL ADVERTISING

Visit Billings will work with its Agency of Record, A.D. Creative Group, to strategically place fresh digital and print Meeting and Convention Recruitment focused creative campaigns with appropriate outlets. Campaigns will work to inspire with imagery, while orienting planners with Billings, Montana, showcasing where the city sits in the region. General locations of nearby points of interest will also be highlighted along with the DMO services offered.

A color photo of the Visit Billings Sales Manager will be included on Meetings advertising, business cards, website and collateral to offer familiarity and personalization for contact information.

PUBLICATION	DESCRIPTION
Smart Meetings	<ul style="list-style-type: none"> • Industry’s leading monthly B2B publication, reaching more than 60,000 meeting professionals who are decision makers. • Smart Events – one-on-one appointment meetings held monthly across North America.
Small Market Meetings	<ul style="list-style-type: none"> • The only meetings industry publication that covers 2nd and 3rd tier cities in every issue. • Mailed to more than 10,000 meeting planners nationwide. • Published monthly.
cVent Supplier Network	<ul style="list-style-type: none"> • cVent Destination Guide and cVent Supplier Network allow suppliers to connect with more than 67,000 planner users. • Provides tools to research destinations, find venues and information.
Northstar Meetings Group	<ul style="list-style-type: none"> • Publications Including Successful Meetings and Meetings & Conventions magazines. • Currently serves over 200,000 active meeting planners and incentive professionals across an integrated suite of data, digital, events and print products.
ASAE American Society of Association Executives	<ul style="list-style-type: none"> • More than 21,000 association executives and industry partners representing more than 9,300 organizations.
Meeting News Northwest	<ul style="list-style-type: none"> • Publishes 6 times a year and is distributed in WA, OR, ID and MT. • Delivers to over 9,000 key decision-makers across the Northwest, including meeting planners, executives, and team leaders.



EFFORTLESS
ENGAGING
UNCONVENTIONAL
MEMORABLE
ADVENTUROUS
PERSONALIZED

MAKE YOUR MEETING MORE



MEET **STEFAN CATTARIN**
VISIT BILLINGS SALES MANAGER & BIG SKY COUNTRY CONNOISSEUR
O 406.245.4111 E stefan@visitbillings.com

Schedule a personalized site visit with Stefan today.

[VisitBillings.com/meet](https://www.visitbillings.com/meet)



MARKETING METHODS: SPORTS EVENTS

METHODS/TACTICS

- Mine for Sports Leads
- Develop and Support Sports Events
- Tradeshows and Symposium
- Cultivate and Maintain Relationships
- Engage Local Sports Enthusiasts
- Print and Digital Advertising

MINE FOR SPORTS LEADS

Visit Billings will continue to mine for opportunities that allow the destination to showcase its sports strengths. At the same time, the future of the sports segment will be analyzed by the Yellowstone County Sports Facility Feasibility Study outcome and immediate strategic conversations that will follow the release of any information gathered.

DEVELOP AND SUPPORT SPORTS EVENTS

The team will continue to work on commitments made to the NAIA, NCAA and Montana High School Association (MHSA) which will help develop and support new and existing events, tournaments and championships from youth, high school and collegiate contests. Billings, as a regional sports events leader, will market and promote area sports venues, strong air service, hotels, team-friendly restaurants, fan-friendly attractions and a supportive business community in order to retain and increase sports visitation.

TRADESHOWS AND SYMPOSIUMS

As Visit Billings looks to possibly expand its sports efforts by establishing a sports sales/servicing position in future years, staff will continue to focus on leveraging resources to prospective contacts and to learn more about the evolving segment. This may or may not include travel to national sports tradeshows like the National Association of Sports Commissions (NASC) Annual Symposium. Such commitments would allow staff to gain more insight on the business of cultivating sports events, bids, booking business and managing sporting events.

CULTIVATE AND MAINTAIN RELATIONSHIPS

Visit Billings holds its relationships with athletic department colleagues, MetraPark officials, sports planners and tournament

directors in high regard. The team will continue to brainstorm with these individuals on state, regional and national levels to maximize the success of existing events while looking toward to new opportunities and the future of sports tourism in Billings.

ENGAGE LOCAL SPORTS ENTHUSIASTS

Visit Billings will continue to engage local sports enthusiasts and supporters to assist in a 'Bring it to Billings' mentality and fulfill hospitality needs. Billings is positively a sports-infatuated community, full of residents who are interested in watching competition and helping volunteer in the best interest and execution of tournaments, meets and an overall positive sports environment. The execution of the Wells Fargo NAIA Division I Women's Basketball National Championships is an example of where this community enthusiasm meets the economic windfalls of sports tourism.

PROUD HOST OF THE
NAIA
2017
BASKETBALL
CHAMPIONSHIP
Presented by
WELLS FARGO

LOCAL FLAVOR
BIG SKY COUNTRY
ADVENTURE
HISTORICAL
AUTHENTIC
ACTION-PACKED
MONTANA'S CITY
TEAM-FRIENDLY

MAKE YOUR SPORTS EVENT MORE

SCORE BIG
HOST YOUR NEXT SPORTS EVENT IN MONTANA'S CITY

- Wide range of venues for virtually any sport
- Exceptional air service and diverse hotel options
- Enjoy team-friendly restaurants and attractions

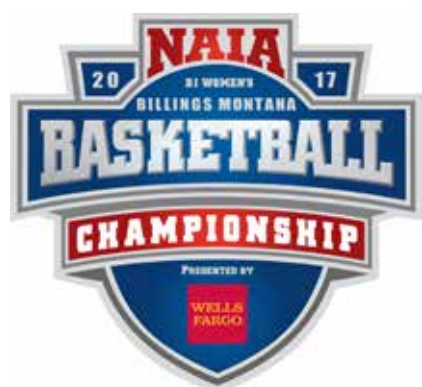
Plan your event today: VisitBillings.com/sportsevents
Or contact Alex Tyson with Visit Billings:
Alex@visitbillings.com • 406.869.3726

Visit Billings
MONTANA'S TRAILHEAD

PRINT AND DIGITAL ADVERTISING

Marketing efforts will make way to build brand lift with sports-focused creative and strategic buys in sports publications. The team will also foster designations like Reader's Choice Awards, which help Billings stand out on the regional and national platforms.

PUBLICATION	DESCRIPTION
Sports Events	<ul style="list-style-type: none"> Monthly magazine mailed to over 16,000 qualified sports events planners and owners, sports governing bodies and rights holders, supported with accompanying digital newsletters and ads.
Sports Destination Management	<ul style="list-style-type: none"> Bi-monthly magazine dedicated to sports events and travel, distributed directly to 18,000 executives, event planners, tournament directors, and decision makers. Focus is team and individual events and tournaments, including amateur to professional – youth to adult.
Sports Travel	<ul style="list-style-type: none"> Monthly magazine and website connect with more than 40,000 sports industry decision makers. Serves organizers of sporting events of all types at all levels.
NASC National Association of Sports Commissions	<ul style="list-style-type: none"> The only trade association for the sports tourism industry, also the most trusted resource for sports commissions, convention and CVBs.



SOCIAL MEDIA



40% of travelers visit social media sites to influence destination selections.

Social media is a top priority in enhancing audience engagement for the Visit Billings brand. Billings, Montana's Trailhead is a growing brand and it will continue to strengthen through Visit Billings social media channels (Facebook, Instagram, Twitter, Pinterest and YouTube). The team will continue to integrate these components into marketing campaigns to inspire and orient potential visitors while facilitating guests.

Social media evolves every day. For FY18, the goal is to remain fluid in how each platform is used to entice and welcome visitors. Efforts will leverage the strongest advantages for the brand. The team will continue to use a series of different strategies to ensure the organization is being effective with time and dollars.

A healthy combination of organic content and boosted posts is an effective way to build followers. Continuing the use of inspiring imagery, event awareness and fresh video content (both live and produced) and pushing links to other social media and landing pages will be a priority for FY18.

During 2017-18, the Visit Billings team will focus on the "social aspects" of social media, employing well-timed posts, continued relevant content, live streaming events and 'moments' around Billings to promote the voice of the brand. Such strategies will encourage followers to experience and share their moments at area attractions, restaurants, retailers, events and other tourism-friendly activities.

Visit Billings is committed to growing a presence on the following channels:

- › www.Facebook.com/billingsmt
- › www.VisitBillings.com/blog
- › www.Twitter.com/MTsTrailhead
- › www.YouTube.com/BillingsCVB
- › www.Pinterest.com/visitbillings
- › www.Instagram.com/MontanasTrailhead
- › [#VisitBillings](https://www.instagram.com/visitbillings)
- › [#RoadToBillings](https://www.instagram.com/roadtobillings)

FACEBOOK

More than 30 billion pieces of content (web links, news stories, blog posts, notes, photo albums, etc.) are shared each month on Facebook. In FY18, Visit Billings will rely heavily on this platform. Live video and genuine content are growing trends. For travelers to envision themselves in a location, it needs to feel real and attainable. Facebook live videos allow followers to see the destination through a genuine experience, while appealing photography of the area encourages

users to share on their own pages. Of Facebook users, 52% said their friends' photos inspired their travel plans. Success will be tracked through watching new likes, post reach and engagement on posts.

One emerging and fast growing trend is that of 360 degree photos and video as well as augmented and virtual reality. Facebook recently released new beta apps that are being developed to create virtual worlds for users to interact in. In FY18, it's likely that this trend will continue to advance quickly and Visit Billings can take advantage through the creation of 360 photos and videos. These videos can be developed and shared on Facebook allowing followers to experience events and attractions in virtual reality. As headsets are likely to become more mainstream over time, it's likely that individuals will be utilizing 360 degree photos and videos to help plan their trips. As Facebook and others push forward with plans to develop fully interactive augmented and virtual reality worlds, Visit Billings would be well positioned to take advantage of these trends in the near future.

VISIT BILLINGS BLOG

Half of blog readers seek out travel blogs. In FY17, Visit Billings introduced the DMO's blog. While still a new feature, in FY18, Visit Billings will optimize the use of blogs and will learn how to best integrate the content through other social media platforms. Staff and chosen tourism colleagues or stakeholders will have the opportunity to be authors and feature experiences. Utilization of guest and/or celebrity bloggers and how they experience Billings will be considered as well.

#VISITBILLINGS AND #ROADTOBILLINGS

Hashtags are a strong means to track and organize photos and insight. #VisitBillings is used with all social posts. Staff will continue to encourage hashtag use to increase brand awareness across all segments. #RoadToBillings was used heavily in promotion of the 2017 Wells Fargo NAIA Division I Women's Basketball National Championships for pre-event and tournament execution. This was a major success for the brand and the destination. Competing institutions from all over the United States offered feedback to Visit Billings staff after the tournament thanking Visit Billings for getting their student athletes excited about the #RoadToBillings to compete. This will be used for the 2018 event as well. For 2018, staff hope to inspire a fan engagement element with the hashtag so attendees can share fan photos to social media channels and possibly a JumboTron at Rimrock Auto Arena at MetraPark.

This concept can be applied to all major events that come to Billings such as the First Interstate Border War Game between the University of Wyoming and Montana State University men's basketball teams. And, when the Professional Bull Riders (PBR) come to town, the team can use guest hashtags alongside #VisitBillings for added exposure.

INSTAGRAM

Instagram is an important tool for visual images. Staff see a higher amount of users sharing content with the Visit Billings page on this platform than any other. This is a great opportunity for the destination and DMO to continue interacting with its current fan base and with new travelers to the area. This highly visual platform creates a natural space for our scenic aspects and for cultural aspects as well. Billings is a culinary hotspot in Montana and Instagram is proving to be a positive environment for shots of award-winning food at Montana's Trailhead.

At the same time, 97% of millennials say they share pictures while traveling. The number of Gen Zs using Facebook is on a decline while Instagram continues to climb. While Visit Billings still has a larger following on Facebook, it is important to understand the importance of Instagram to younger generations.

Influencers have become a part of the social media conversation in recent years. In FY18, we will look to the possibility of local and guest influencers alike on Instagram. Local influencers would be considered local celebrities and can boost pride in the city. Expanding on this a step further, the opportunity for "Instagram Takeovers" would allow an influencer to take over the Visit Billings Instagram account for a period of time, typically a week. These individuals could then post photos, videos, interviews and more that allow followers to get a glimpse into their everyday life. For example, Jeff Ewelt, Executive Director at ZooMontana, could take over the Visit Billings Instagram page for a week. During this time he could share photos, videos and more that detail his daily work at the zoo and around Billings. This local influence can demonstrate to travelers that area attractions have endorsements from 'locals' and local celebrities. Non-local influencers, or guests, bring their followers to the destination's page, ideally creating more engagement and a desire to visit Billings.

TWITTER

Twitter is a real time tool, and users want instant responses. Travelers are using the platform for all phases of their trips and 27% of Twitter users share positive travel experiences. Consumers are 44% more likely to learn about a new travel brand on Twitter than on the average social network and 39% of Twitter users access the platform mid-journey. Continuing the constant presence on Twitter is a priority along with encouraging the use of our hashtags on the platform.

FY17 and the Wells Fargo NAIA Division I Women's Basketball National Championships showed us that Twitter and sports go hand in hand. The constant engagement, new followers and excitement around the moments that were tweeted live were extremely encouraging. Visit Billings will continue to take advantage of this tool throughout sports events in Billings.

PINTEREST

Pinterest continues to be a go-to for travelers researching an area they are getting ready to visit. This is particularly true with females in certain demographics. Utilizing Pinterest often would allow Visit Billings to engage with their followers when they are highly likely to be planning or researching a trip. A combination of organic and paid content will be considered for FY18. It's important to create custom pins with information about Billings often in order to effectively communicate information to followers. Alongside custom created pins, repinning content from popular travel bloggers, travel planning sites and other brands will help to establish Visit Billings' Pinterest page as a go to location for planning a trip. This will encourage repeat visitors and followers. Additionally, paid Pinterest posts can be used to promote upcoming events, highlight specific opportunities and increase reach to specific audiences.

YOUTUBE

FY17 provided a new video for our YouTube channel. We will continue to use YouTube to promote videos and clips of Billings, Montana's Trailhead. The videos are shared on all social media platforms and are a great tool for creating excitement about the area.

As we continue to present ourselves as a road race destination, we will use YouTube as a platform for promoting videos on upcoming road races such as the Montana Marathon and 406 Race Series in Billings.

REPUTATION MANAGEMENT

Many potential visitors make decisions based on online reviews and bad reviews can end a relationship before it has even begun. The Visit Billings Social Media Team will monitor the web and select travel websites to manage potential bad reviews and secure a positive reputation for Billings.



PUBLICITY

METHODS/TACTICS

- Familiarization (FAM) Tours
- Relationship Building/Networking
- Creating and Amassing Content
- Seeking Editorial Opportunities

The Visit Billings team strives to partner with the Montana Office of Tourism and Business Development (MOTBD), tourism partners and neighboring regions in promoting visitation to Billings, Montana's Trailhead. A few key tactics include the following regarding publicity efforts:

FAMILIARIZATION (FAM) TOURS

FAM tours will be a continued means of showcasing Montana's Trailhead. The team will work independently and with MOTBD to recruit journalists and expose them to Billings and the surrounding regions.

In addition to the leads given to Visit Billings by MOTBD, Visit Billings will reach out to journalists on prospective story ideas. When a journalist shows interest, the team will be ready to execute a fully hosted and, if desired, guided experience at Montana's Trailhead. Media gathering entities like Meltwater will assist by tracking coverage and generating leads.

RELATIONSHIP BUILDING/NETWORKING

Social media influencers and their efforts are an evolving concept in destination marketing. Building relationships with contacts who best fit the destination's needs and budget will be a focus for FY18. The benefits of a social media influencer with a large following would play a significant role in getting Visit Billings and experiences offered in our area in front of new audiences.

Along with influencers, FY18 will provide opportunities to focus on building relationships with journalists to help build audiences for the future. As noted previously, finding journalists and influencers who are interested in sharing the different cultures and experiences of the west will be an important strategy in the upcoming fiscal year.

CREATING AND AMASSING CONTENT

Continuing to collect and create content will be a priority for staff. With the launch of the blog, content creation will be a constant need through that platform. Such content is to be shared on other platforms. Relevant information and experiences continue to be key factors in the success of the complete identity of Billings, Montana's Trailhead.

Visit Billings will continue using local photographers and videographers to build inspiring content. Such material will cover a broad spectrum of beautiful imagery with an emphasis on building on the human element. This element represents all aspects of the destination and the experiences of the area including nature, landscapes, food, museums and other attractions.

Meantime, the development of a newsroom will be a priority to help create content as a resource for journalists to utilize at the ready.

SEEKING EDITORIAL OPPORTUNITIES

While recruiting journalists to visit, learn and write about the destination, Visit Billings will continue to seek opportunities to submit editorial content for various publications. Leveraging its relationship with Billings365.com, Visit Billings will make it a priority to promote blogs and other experiences that can attract guests and grow visitation via the regional content website. Relationships with large brands will also be a priority in publishing local content for large audiences.



COOPERATIVE OPPORTUNITIES

Visit Billings would like to participate in the following cooperative opportunities with MOTBD.

- › Visit Billings would like to continuing partnering with MOTBD with any and all opportunities that are regarded appropriate – print, digital, OOH, trade shows. There is value in not only leveraging dollars toward increasing audience reach and frequency, but in the association and tie to MOTBD messaging and brand pillars.
- › Digital opportunities that hyper target a qualified audience of travelers have been heavy-lifters for Billings. Accordingly, staff will look first to those opportunities again.

Visit Billings would like to participate in the following cooperative opportunities with Neighboring Regions.

- › In the coming year, Visit Billings has plans to partner with Visit Southeast Montana to draw visitors to the area. Southeast Montana is weaker without Billings offerings, and Billings weaker without Southeast Montana offerings. It's important for the Visit Billings team to maintain a strong alliance with this valued partner.
- › Yellowstone Country, and particularly Red Lodge, is another important region where Visit Billings will continue building a relationship. Many successful FAMs and wins have been realized after team efforts between Billings and Red Lodge including the Hot Bike Tour, Outdoor Writers Association of America, BMW MOA Rally and GWRRA Wing Ding 38. The team will continue to work with Red Lodge CVB, TBID and Chamber of Commerce to bring more wins to the area. As for Yellowstone Country as a general tourism region, Billings is a gateway to the Beartooth Highway (considered part of Yellowstone Country) and Yellowstone National Park via Red Lodge. Billings is also a welcome destination for travelers coming out of the park seeking services, shopping and urban amenities. Visit Billings believes there is value in strengthening the benefits each city offers the other.
- › Glacier Country has experienced success tapping into the Asian Market. Exploring a “National Parks” play to Asia may be of interest. At the same time, Yellowstone National Park is a known asset for Chinese travelers.
- › Visit Billings will partner with MOTBD and Montana Regions/ CVBs on relevant consumer trade shows when appropriate.

- › Finally, falling in line with MOTBD's strategic goals, Billings would like to partner with the City of Billings, Chamber of Commerce, Yellowstone County, Downtown Billings Alliance and local leaders to **Preserve the Assets and Quality of Life** in the community by maintaining productive dialogue around seeking ways to improve Billings and our product as a year-round destination. The current Yellowstone Kelly Interpretive Site renovation efforts at Swords Rimrock Park are a perfect example of this.

Visit Billings has participated in the following cooperative opportunities in the past.

- › Visit Billings has and will continue to partner with MOTBD and **Visit Southeast Montana** on relevant consumer trade shows including, but not limited to, Rocky Mountain International Roundup, U.S. Travel Association's IPW and the GoWest Summit. These partnerships have proven successful in the past and are expected to be in the future.
- › In FY17, Visit Billings participated in several of the MOTBD co-op advertising opportunities including iExplore, Sojern, TripAdvisor and onthesnow.com. Similar placements will be considered in FY18.
- › **TripAdvisor** has been a trusted partner for many years, and the plan moving forward is to continue to nurture and grow the relationship. Visit Billings has had success with Trip co-ops on a national scope, we've geotargeted regional campaigns and recently they expanded the Visit Billings reach to include presence on the following English-language international domains.
 - › Australia .AU
 - › Canada .CA
 - › India .IN,
 - › Ireland .IE
 - › Malaysia .MY
 - › New Zealand .NZ
 - › Singapore .SG
 - › South Africa .ZA
 - › Philippines .PH
 - › U.K. .UK

MARKETING SUPPORT

STAKEHOLDERS COMMUNICATIONS

With the reauthorization of the Tourism Business Improvement District (TBID) officially being enacted on October 1, 2017, the Visit Billings staff will work to strengthen relationships with lodging partners as we look at the fiscal year ahead, the future and Visit Billings 2027. The team will increase efficiency of communications and focus on helping hoteliers understand the mission of the organization and the organization understands the needs of each property.

SERVICES

A top priority for Visit Billings' staff is first-class convention services and total meeting satisfaction for the planner and attendee alike. This is crucial to ensure the organization meets the needs of meeting, convention and tournament planners, which leads to repeat visitation. Customized options for planners are important, offering a combination of items including site visits, Save the Date postcard mailings, social media focused attendance building options, welcome assistance, convention registration bags, pre and post itinerary options to name a few. Assisting a host property with any necessary trouble-shooting to make certain all client expectations are met is also significant.

Proper servicing efforts set the stage for top-notch customer service. A significant piece of servicing sits with the Trailhead Tourism Ambassador Program (TTA). With efforts to expand TTA in FY18, to include other tourism partners and supporters of the industry, Visit Billings looks forward to continuing to build and encourage customer service that will make Billings a top destination in event servicing. Visit Billings and Billings as a destination want to have a brand that is synonymous with customer service excellence.

This protocol includes, but isn't limited to:

- › At the beginning of each month, the Visit Billings Sales Manager notifies the Visitor Services Specialist regarding booked or definite meetings and/or conventions with the appropriate contact information in iDSS.
- › Services will then make contact as the point of reference for specific needs during the calendar year(s) leading up to the event including Save the Date postcard mailings, Visitor Guide mailing information, tour information, etc. This initial contact promotes a sense of graciousness for the planner/company choosing Billings, Montana's Trailhead as a destination for an event.

Finally, all Visitor Guide requests from clients and prospective travelers will be responded to in a timely manner and mailed complimentary for the best initial phase of the visitor experience

surrounding Montana's Trailhead. Visit Billings will continue to partner with fulfillment contractors like Certified Folder and MTS to ensure rapid availability of the most current Visitor Guide via rest stops and hotels and mailing.

VISITOR FEEDBACK

Constructive criticism is essential to growth and learning the weaknesses in a process within an organization. In FY18, the team will contemplate the best way for the meetings/conventions sales and servicing team to execute a post-convention questionnaire that would be sent to planners and contacts upon the conclusion of an event hosted at Montana's Trailhead. Feedback would be shared and acted upon appropriately.

TRAILHEAD TOURISM AMBASSADOR PROGRAM

In FY18, research and planning will help mold the future of the TTA Program. Opportunities to expand the program beyond hotel frontline employees will help gain traction for the tourism industry and assist the destination in offering first class hospitality as a whole. Meanwhile, stakeholders and their employees are a top priority. Therefore, the Visit Billings team will ensure training is always offered to lodging partners and their front desk and sales staff. This ensures they are knowledgeable regarding attractions in Billings and across southeast Montana. TTA sessions are typically day-long trips offered every fall and spring for up to 40 people to grow and maintain a true understanding of the destination for frontline employees.

PROFESSIONAL DEVELOPMENT & TRAINING

It's important for leadership to invest in the development of the Visit Billings team and governing boards. Regarding professional development of the employees: training presents prime opportunities to expand the knowledge base of the DMO's team, in turn assisting in the management and expansion of the organization and stakeholder support regarding the industry. Professional development improves employee performance, strengthens the workforce, boosts morale, addresses weaknesses and assists in the execution of the overall mission and vision of the organization and team. Currently, Visit Billings team members are enrolled in development opportunities including the Destination Marketing Association International's Certified Destination Marketing Executive program (CDME), Elation professional coaching classes, Institute for Organizational Management (IOM) classes through the U.S. Chamber of Commerce and local managerial courses.

Simultaneously, board governance conversations and training are crucial to the efficiency of Visit Billings as a DMO and the execution of the mission. Board members make a difference in the organization and community. Board governance programs are effective tools in positioning boards for strategic planning, ethics and legal issues, responsibilities, expectations and policies.







BUDGETS

BUDGETS

STATE LODGING TAX BUDGET (CVB)

ADVERTISING TOTAL **\$214,000**

Leisure Advertising	\$44,500
Meeting/Convention Advertising	\$15,000
Co-Op Leisure/Joint Venture Adv.	\$30,000
Agency Retainer	\$40,000
TripAdvisor	\$26,000
Social Media/PR	\$20,000
Sports Marketing	\$10,000
Group Tour Marketing	\$20,000
SEO Advertising	\$8,500

STATE FULFILLMENT TOTAL **\$25,000**

Fulfillment by Contractor	\$17,500
Postage	\$7,500

REQUIRED MEETINGS/STAFF EXPENSES TOTAL **\$2,350**

Required State Meeting Expenses	\$1,350
Professional Training/DMAI Expenses	\$1,000

OPPORTUNITY TOTAL **\$2,500**

PRINTED/DIGITAL MATERIAL TOTAL **\$11,600**

2/4 Wheel Map	\$100
Yellowstone Kelly Site Map	\$3,500
Scenic Drive Map	\$4,500
Brewery Tour Map	\$3,500

RESEARCH TOTAL **\$9,700**

Smith Travel Research Report	\$4,500
EmpowerMINT Database Access	\$5,200

PUBLICITY TOTAL **\$7,900**

FAM Tours	\$2,500
Journalists/Influencers	\$1,000
Photo Library	\$4,400

SALES/CONSUMER SHOWS TOTAL **\$10,950**

Attendance Building	\$100
Site Visit/Inspections	\$100
IPW	\$5,500
GoWest Summit	\$3,750
RMI	\$1,500

VISITOR CENTER TOTAL **\$1,100**

Toll Free Line	\$1,100
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FILM RECRUITMENT TOTAL **\$500**

Film Incentives	\$500
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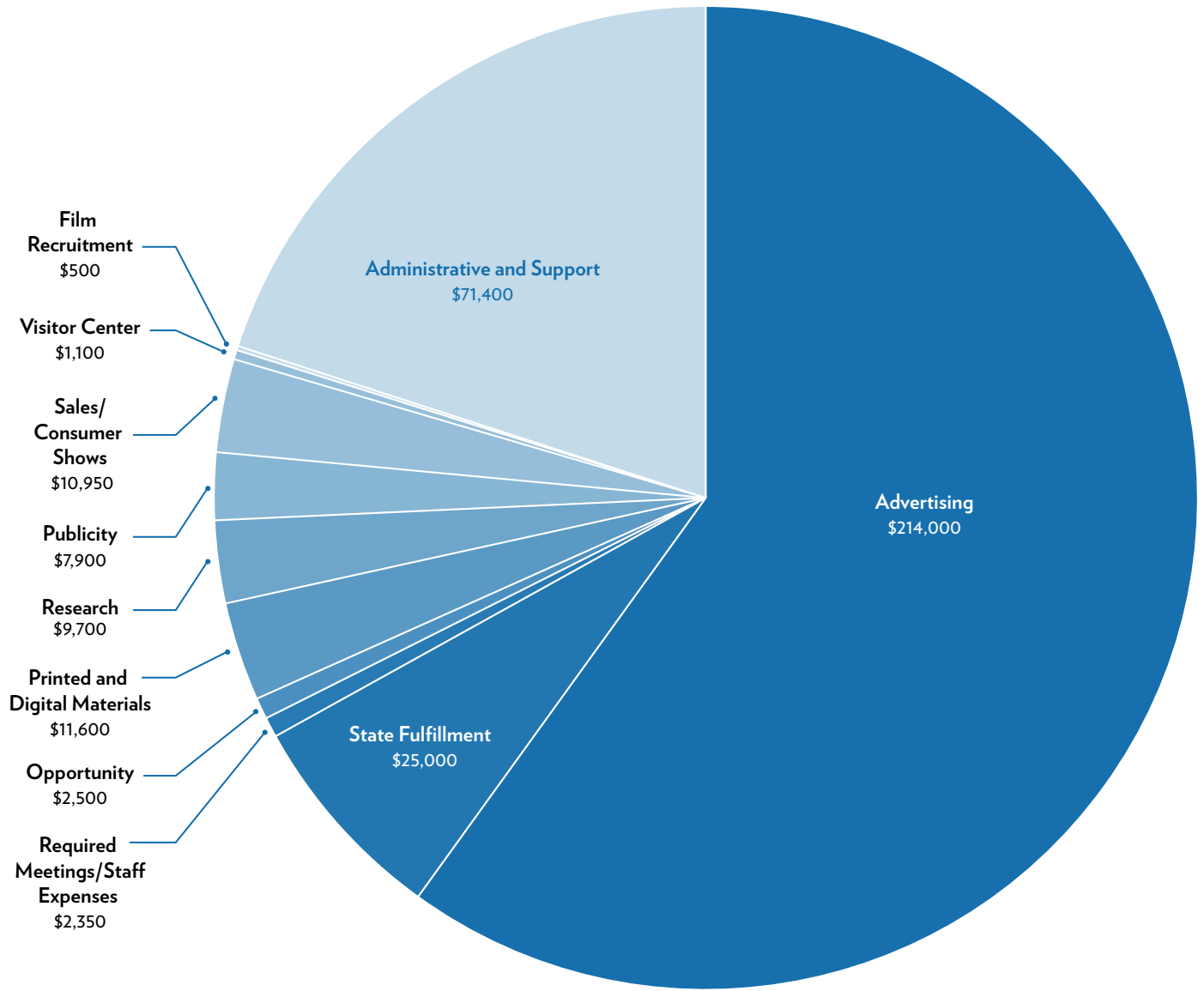
ADMINISTRATIVE & SUPPORT TOTAL **\$71,400**

CVB TOTAL EXPENSES **\$357,000**

Should lodging tax revenues decrease, the following categories would be reduced by 10%: Administrative Expenses, Advertising, Opportunity, Printed/Digital Materials, and Publicity.

Figures are projected; final figures to be determined.

STATE LODGING TAX DOLLARS (CVB)



Projected Lodging Tax Income: \$357,000

TOTAL LODGING TAX BUDGET: \$357,000

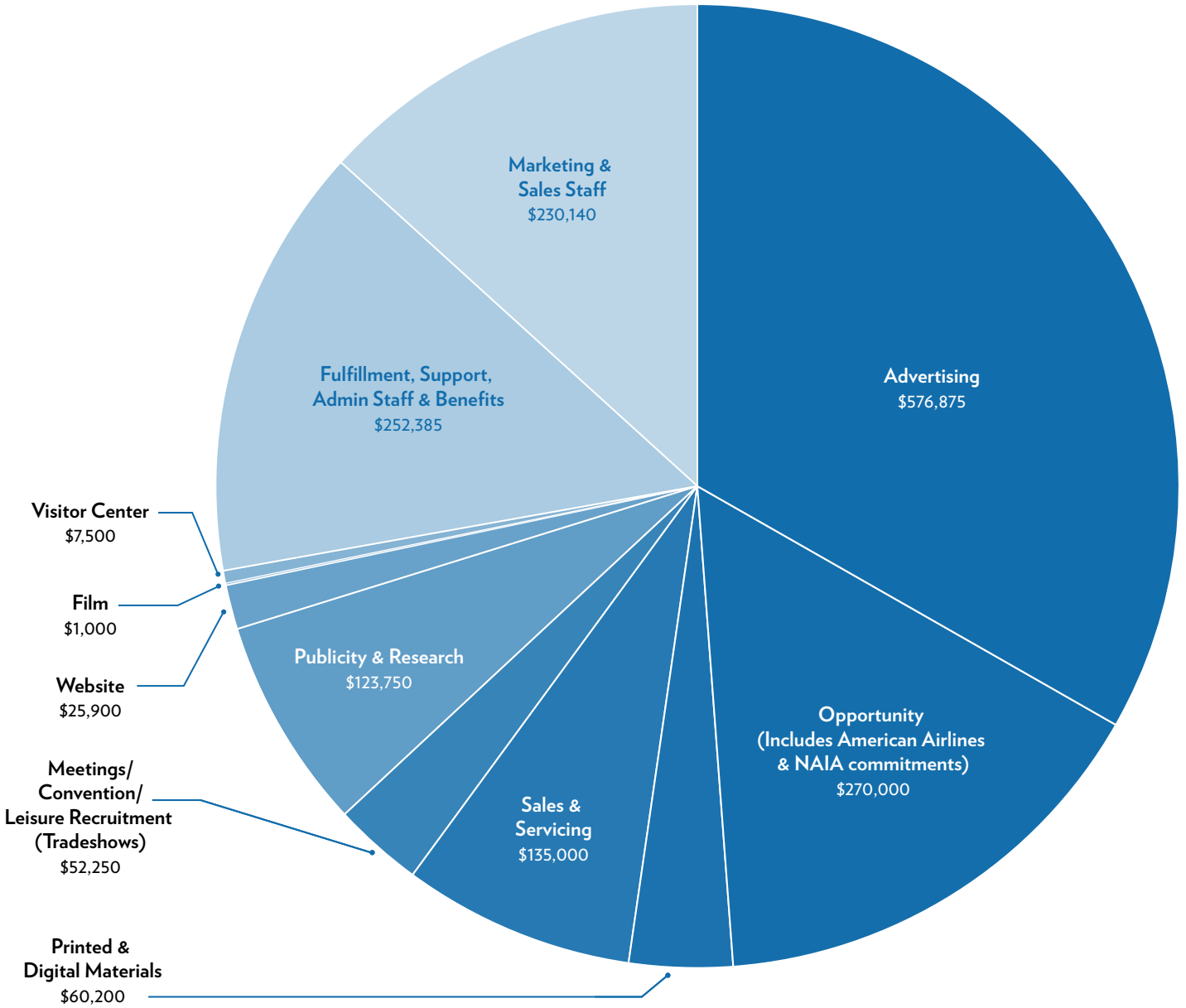
**TOURISM BUSINESS IMPROVEMENT
DISTRICT BUDGET (TBID)**

REVENUES TOTAL	\$1,735,000
Collections	\$1,735,000
MARKETING TOTAL	\$1,252,475
Advertising	\$576,875
Opportunity	\$270,000
Printed & Digital Materials	\$60,200
Sales & Servicing	\$135,000
Meetings/Convention/ Leisure Recruitment (Tradeshows)	\$52,250
Publicity & Research	\$123,750
Website	\$25,900
Film	\$1,000
Visitor Center	\$7,500
Marketing & Sales Staff	\$230,140
ADMINISTRATIVE TOTAL	\$252,385
Fulfillment & Support	\$79,531
Admin Staff & Benefits	\$172,854

TBID TOTAL EXPENSES	\$1,735,000
Applied TBID Reserves for American Airlines DFW/BIL Air Service Subsidy	\$200,000
Reserves Total as of June 30, 2018	\$25,000



TOURISM BUSINESS IMPROVEMENT DISTRICT DOLLARS (TBID)



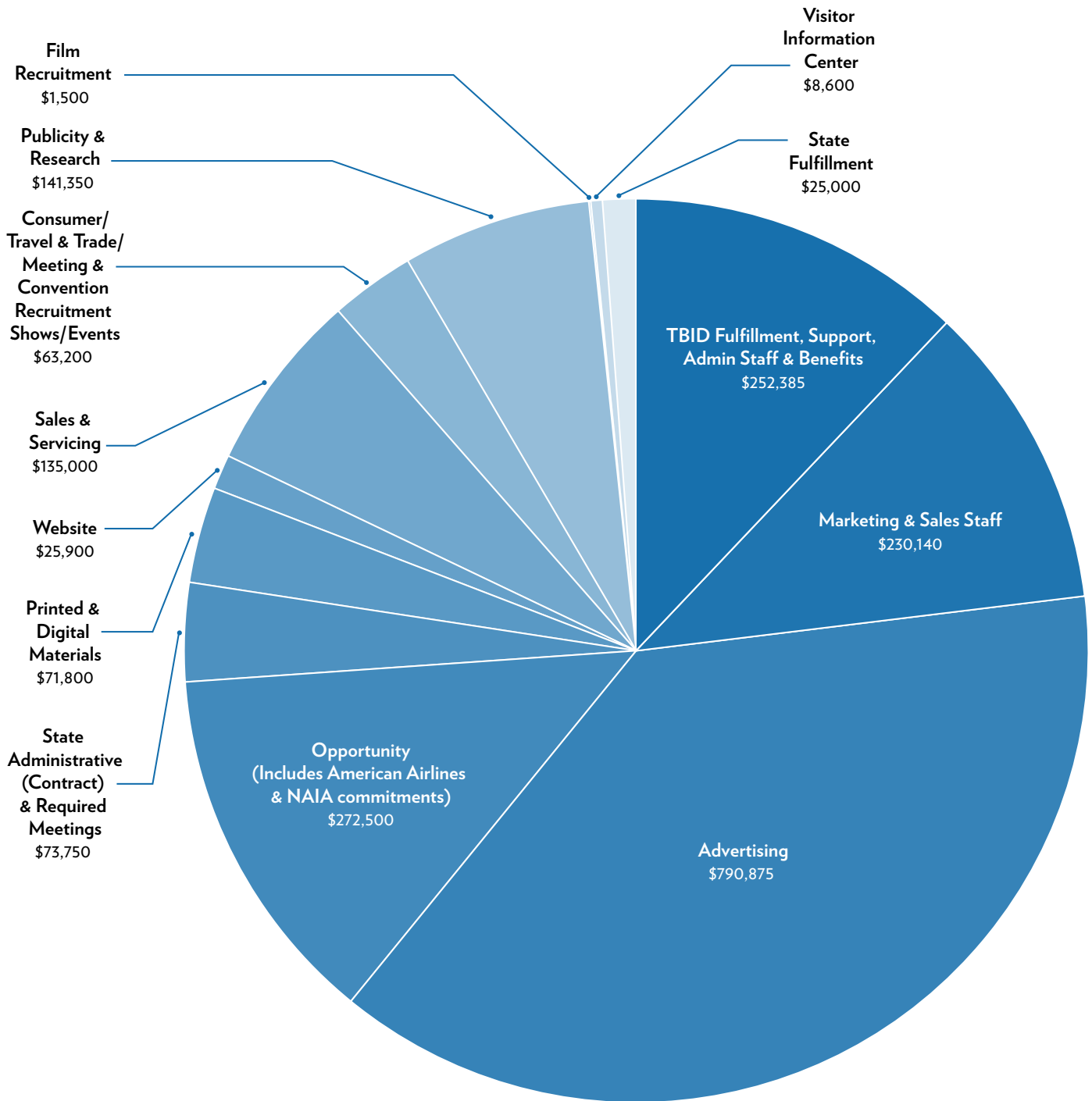
Projected TBID Income: \$1,735,000

TOTAL TBID BUDGET: \$1,735,000

Applied TBID Reserves for American Airlines DFW/BIL Air Service Subsidy: \$200,000

TBID Reserves Total as of June 30, 2018 \$25,000

COMBINED TOTAL TOURISM BUDGET ILLUSTRATION (CVB + TBID)



Lodging Tax Budget: \$357,000
 TBID Budget: \$1,735,000

TOTAL VISIT BILLINGS BUDGET: \$2,092,000

Figures are projected; final figures to be determined.



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