

WHERE YA HEADIN'?

*Billings*

MONTANA'S



TRAILHEAD

**2009 — 2010**  
**MARKETING PLAN & BUDGET**

**it's**  
**Billings**  
Billings Chamber of Commerce  
Convention and Visitors Bureau

### **Purpose and Priorities**

The purpose of this comprehensive marketing plan is to provide a roadmap to success for the Billings Hospitality Community. This plan will position the Chamber/CVB in a leadership role for the recruitment of meetings and conventions, leisure travelers, sporting events and film for the purpose of economic and cultural growth for Billings and the surrounding region.

The Billings Chamber/CVB and our lodging partners are entering the second year of leading the state in development and implementation of the Tourism Business Improvement District. Having secured incremental tourism funding that will complement our current bed tax funding this plan allows us to be competitive with like-cities in tourism and convention recruitment.

The Chamber/CVB will lead the community in the promotion of the new “Billings: Montana’s Trailhead” brand. We also focus on building and strengthening tourism partnerships within the community. This plan emphasizes the importance of targeted tourism promotion, research, tracking and accountability in order to build a marketing strategy that extends beyond fiscal year 2009-10. The following are the priority markets that we will focus our marketing and sales efforts toward:

#### **1. Meetings, Convention & Event Recruitment**

- 2/4 Wheeled Social Events
- Association – National & State
- Government
- Recreation
- Religious
- Native American

#### **2. Leisure Recruitment**

- In-State
- Regional

#### **3. Sporting Event Recruitment**

#### **4. Other Market Segment Recruitment**

- Military Reunion
- Motor coach
- International
- Film

## Market Segments

**Meetings & Conventions Recruitment.** It is rare to find a city the size of Billings that offers 4029 guest rooms and 500,000 square feet of technically sound convention/exhibit space, as well as quality air service servicing nine destinations with direct flights. At the same time, Billings exudes charm and a strong sense of community pride and values. This plan includes action steps for National, Regional and In-State meeting and convention recruitment.

**Leisure Recruitment.** As the largest city in a 500-mile radius, Billings is an urban jewel surrounded by prairies with a mountainous backdrop and rich natural treasures. Our community is a regional hub offering shopping, transportation, culture and entertainment to the residents of Montana, Northern Wyoming, Western North Dakota and Western South Dakota. Our location between Glacier, Yellowstone and Grand Teton Parks and the Black Hills makes us an ideal stopping point for the travelers identified. Billings offers an abundance of walking trails and has an extensive system of bike trails within and outside the city limits, and a scenic driving tour of Billings also entices our visitor to extend their stay and experience all Billings has to offer. We capitalize on our strengths as a hub and spoke community with our local treasures which include Pompey's Pillar, Little Bighorn Battlefield, Red Lodge and Cody with messaging targeted to the regional, national, international and motor coach markets.

**Sporting Event Recruitment.** With multi-sports complexes such as MetraPark (wrestling, basketball, hockey, volleyball, track, football, rodeo), Montana State University-Billings and Rocky Mountain College (basketball, softball, tennis, swimming, football) and sport specific areas such as Amend Park (soccer), Pioneer Park (tennis), Centennial Ice Arena (hockey), and Wendy's Field (track, football), Billings has become a regional center for amateur and semi-professional sporting events. Billings is also proud to have Dehler Park, the \$13 million home of the Billings Mustangs Professional Baseball team. Data shows us that a majority of visitors who are in Billings for a sporting event spend at least two nights and travel with one other person. This plan lays the foundation to actively pursue sporting events.

**Other Market Segment Recruitment.** Recognizing the value of other markets, yet limited in resources to pursue them, this plan includes limited focus on the recruitment of the Film Industry, Military Reunions and as well as simply maintaining and servicing a variety of other travel segments (international, motor coach, etc).

**Market Strengths** – Billings is Montana’s city. People share a common belief in family, opportunity and adventure. Inspired by an authentic spirit of possibility and aspiration, Billings is a very special place – somewhere between “open space” and “western place”. The history and western flair of the region are enhanced by Billings’ reputation as a travel hub for metropolitan amenities such as transportation, retail, medical, accommodations (4029 guest rooms), fine dining, entertainment, events and cultural assets.

As one of the geographically largest trade areas in the country, Billings is a regional hub for the agriculture, energy, education, and healthcare industries. As a low cost, service oriented, third tier city, meeting planners will find affordable and technically sound meeting and convention space, accommodations and air service as well as providing a unique experience for attendees that is enhanced by small town charm.

Billings, Montana’s Trailhead is a place of forever views, a place rich in history and a place with the adventure of the untamed wilderness next door. The City’s proximity to well-known national attractions and events puts Billings in a great marketing position. Yellowstone National Park, Glacier National Park, Black Hills National Forest, Little Bighorn Battlefield and Pompey’s Pillar National Monument are all assets to a quality visitor experience and are all easily accessible from Billings.

Billings’ downtown area boasts unique boutiques, restaurants, coffee houses, sidewalk cafés, galleries, loft apartments and more. Skypoint, a central gathering point for outdoor concerts and events, has increased the number of visitors to the area and makes downtown Billings a destination of its own.

Billings is host to a number of regionally attractive events. These include: Yellowstone Highland Games, Magic City Blues Fest, Big Sky State Games, Strawberry Festival, Summerfair, Burn the Point, Holiday Parade, Farmer’s Market, MontanaFair, and NILE. Many other events contribute to the city’s success in appealing to regional, national, and international visitors. Also, the Billings Cultural Partners host a month long slate of activities including opera, theatre, music and a book fest in the fall.

Billings has become a two and four wheeled enthusiast Mecca! We are home to the longest running motorcycle hill climb in the nation. The Billings Hill Climb plays host to over 10,000 guests each July. Ride the Big Sky Bike week is in its third year having proven itself as a pre-event for those traveling to Sturgis. Billings has again been chosen as a stop on the American Motorcycle Association’s schedule to host a Flat Track Motorcycle event. This event will fall within the schedule

of Bike Week, increasing the event draw. We have hosted Gold Wing Road Riders Association (GWRRA) an unprecedented three times. Billings has also hosted Harley Owners Group (HOG) and the Gold Wing Touring Association (GWTA) and Family Motor Coach Association (FMCA). The Mustang Car Owners Association (MCOA) Star Touring and Riding Association (STAR) and Blue Knights Motorcycle Rally have chosen Billings as sites of their future events. Within 30 miles of Billings you will find two nationally recognized motorsports tracks that can accommodate many nationally sanctioned car and motorcycle races throughout a racing season.

Semi professional sports are big business in the big city under the big sky! Billings is home to the Mustangs (baseball), the Cincinnati Reds baseball farm club, the Outlaws (indoor football) and the Billings Bulls Hockey team. The Mustangs and Outlaws are enjoying new \$13 million facilities that will enhance the sports scene in Billings.

Billings' air service is well above par for cities of our size. We enjoy direct flights to 9 major cities by 6 carriers – this is service often found in larger cities. We are able to attract groups from metropolitan areas with the ease and accessibility of quality air service.

**Market Weaknesses-** Billings is fortunate to be located amidst many national treasures; however, the city receives little recognition. We are basically an undiscovered destination that lacks destination focus, packaging and consistent offerings, this is changing, however, with the community vision as Montana's Trailhead. Many of the tour operators we work with consider Billings a gateway city, using us only as a starting or ending point for a tour and not experiencing all of the great things that Billings has to offer.

Although we have plentiful air service per capita, transportation to and within the community can be expensive.

Convention facilities are spread throughout the city. The city of Billings lacks an offering of walking activities near a hotel or convention space – something that would encourage guests to get out and explore or spend!

Welcome to Montana's Trailhead. "Where ya headin'."

In 2007 community partners including the Chamber/CVB, the City, County, Economic Development Authority, Downtown Billings and Advertising Design set out to uncover Billings' true identity. This brand message defines our tourism marketing message.

### **Billings' Brand Characteristics**

Billings is Montana's city. Shaped by the Yellowstone River and sheltered by the Rims. Billings is the cradle of progressive regional commerce providing healthcare, transportation, diverse educational opportunities, cuisine, arts and culture. A place of forever views, forever memories and the adventure of the untamed wilderness and history right out your front door.

Billings connects you to warm, genuine, hardworking people who possess a perspective on life that is uniquely Montanan and inherently individual. People who look you in the eye and take time to welcome you home.

### **Billings' Essence**

Montana's city connects you to the authentic historical west. A city full of growth and development leading the country in the look of future communities. Immerse yourself in modern conveniences on the edge of the genuine frontier.

### **Brand Pillars**

- 1) Western heritage—Located in the center of the country's most amazing national heritage sites: Little Bighorn Battlefield, Yellowstone National Park and Pompeys Pillar.
- 2) Connections-Billings connects you to opportunities, attractions and adventures uniquely Montanan.
- 3) Montana's City—The center of regional commerce, healthcare education, and hospitality services.
- 4) Geography—Surrounded by the unique Rimrocks and mountain ranges, Billings is a place of forever views.
- 5) People—We are genuine.

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| <p><b>Target Audience:</b></p> <p><b>Meetings &amp; Conventions Recruitment</b></p>  | <p><b>Positioning Statement:</b><br/> Billings offers a slice of the unique Montana mystique – the mystery of the west, natural beauty and people who are glad you chose Billings. Billings is Montana’s City offering affordable rooms, meeting space and unexpected quality air service.</p> |
| <p><b>Key Measurable Objectives:</b></p> <ol style="list-style-type: none"> <li>1. Book 8 citywide conventions/meetings in Billings.</li> <li>2. Generate 8,000 citywide room nights for the lodging facilities of Billings.</li> <li>3. Generate 120 qualified leads.</li> <li>4. Book a total of 20 groups (including citywide and sports) resulting in 18,000 room nights.</li> </ol>   |  |
| <p><b>Geographic Target Markets:</b><br/> The target will be planners concentrated in Washington, D.C., Chicago and other national cities where association headquarters are located. To discover these planners and build relationships with them, we will continue to utilize local residents and local associations who participate in meetings, conventions and hobby groups that have contacts and are in leadership roles within the community. We will also target meeting planners headquartered in Helena and other key Montana cities as well as revitalize the “Bring it to Billings campaign” which utilizes local contacts.</p>   |  |
| <p><b>Demographic Target Markets:</b><br/> The target markets will include groups, associations and/or clubs that will utilize a minimum of 250 guest rooms for at least two nights at a minimum of two properties and utilize a minimum of 8,000 square feet of exhibit or meeting space.</p>   |  |
| <p><b>Supports Strategic Plan: (Required by Tourism Advisory Council’s (TAC) Rules and Regulations)</b></p> <p><b>Goal 1;</b> Action 1.1 – Implement highly targeted consumer advertising and promotion campaigns, based on strategic marketing plans and track/report results.<br/> Action 1.1e – Enhance tracking and reporting of results and ROI from state, regional and CVB advertising efforts.<br/> Action 1.2a – Amplify targeted sales and marketing to attract groups, meetings and conferences to Montana.</p> <p><b>Goal 4;</b> Action 4.1a – Use local historic/cultural/tribal attractions as venues for conferences, events and educational seminars.</p> <p><b>Goal 5;</b> Action 5.1 – Cultivate opportunities to leverage private and public dollars to create tourism products and attract new tourist markets.</p> <p><b>Goal 9;</b> Action 9.2 – Foster opportunities to pool public and private marketing dollars.<br/> Action 9.3 – Enhance funding for regions and CVB marketing efforts.</p> <p><b>Goal 10;</b> Action 10.5b – Purchase research about national/international tourism, recreation and related trends from Smith Travel Research.</p> |  |

| Goals  | Marketing Methods  | 2009-2010 Action Plan |             |                     |       |       |       |
|--|--|-----------------------|-------------|---------------------|-------|-------|-------|
|  |  | TBID                  | Lodging Tax | N=New<br>E=Enhanced | J/A/S | O/N/D | J/F/M |
| Generate qualified meeting and convention leads. | Trade show and convention attendance:  |                       |             |                     |       |       |       |
|  | • American Society of Association Executives Annual Convention and Trade Show  | \$                    | \$          | E                   | X     |       |       |
|  | • Society of Government Meeting Professionals Annual Convention and Trade Show | \$                    | \$          | E                   |       |       | X     |
|  | • Destination Showcase, DC Trade Show  | \$                    | \$          | E                   |       | X     |       |
|  | • Affordable Meetings, Chicago Trade Show                                      | \$                    | \$          | E                   |       |       | X     |
|  | • Religious Conference Managers Association Annual Convention and Expo         | \$                    | \$          | E                   |       | X     |       |
|  | • Helms-Briscoe Annual Meeting   | \$                    |             | N                   |       | X     |       |
|  | • Conference Direct Annual Partners Meeting                                    | \$                    |             | E                   |       | X     |       |
|  | • Attend Military Reunion planners Trade show or convention                    | \$                    |             | N                   |       | X     |       |

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|  |  | TBID                  | Lodging Tax | N=New<br>E=Enhanced | J/A/S | O/N/D | J/F/M | A/M/J |
| Generate qualified meeting and convention leads. | Produce a pre-show mailer that will remind attendee to stop by the Billings booth                              |                       | \$          | E                   | X     | X     | X     | X     |
|  | Explore opportunities for 2 <sup>nd</sup> & 3rd tier meeting planner shows                                     | \$                    | \$          | N                   |       |       |       |       |
|  | Attend social event planner rally/shows to promote Billings as destination for their event                     | \$                    | \$          | N                   |       |       |       |       |
|  | Implement pre/post show sales missions   | \$                    |             | N                   | X     | X     | X     | X     |
|  | Maintain membership within and attend Montana Society of Association Executives Meetings and annual convention | \$                    |             | E                   |       | X     | X     | X     |
|  | Host meeting planner fam tour  | \$                    |             | E                   |       |       | X     | X     |
|  | Maintain Relationship with MT/WY Tribal Leaders Council.   |                       |             | E                   |       |       |       |       |

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|  |  | TBID                  | Lodging Tax | N=New<br>E=Enhanced | J/A/S | O/N/D | J/F/M | A/M/J |
| Gain insight into convention and meeting planner industry through research.              | Conduct visitor research through Randall Travel Marketing to determine annual guest expenditures, geographic information and length of stay information.   | \$                    | \$          | E                   | X     | X     |       |       |
|  | Internally track competitive cities and the attributes that distinguish Billings.  |                       |             | N                   | X     | X     | X     | X     |
|  | Participate in the Chicago “comparative cities” study.   |                       |             | N                   |       |       | X     |       |
|  | Subscribe to Meeting Information Network (MINT) database and generate regular lead sheets.   |                       | \$          | E                   | X     | X     | X     | X     |
| Offer nationally competitive services, incentives and programs.                          | Offer CVB meeting services to groups, association and clubs – these services include but are not limited to: registration assistance, tourism material, financial assistance or incentives, housing bureau services and save the date postcards. | \$                    | \$          | E                   | X     | X     | X     | X     |
|  | Promote a Meeting Planner Incentive Program that rewards a planner or group for choosing Billings as a destination for their event.  | \$                    | \$          | E                   | X     | X     | X     | X     |
| Increase attendance at conventions, meetings, events and rallies being held in Billings. | Staff reservation booth or information booth at conventions one year or more in advance of their arrival in Billings.  | \$                    |             | E                   |       |       |       |       |
|  | Place ads encouraging attendance at conventions booked in Billings.  | \$                    |             | E                   |       |       |       |       |
|  | Develop PR and ad materials for large groups and future meetings in Billings.  | \$                    |             | E                   |       |       |       |       |

| Goals                          | Marketing Methods   | 2009-2010 Action Plan |             |                     |       |       |       |       |
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|                                |   | TBID                  | Lodging Tax | N=New<br>E=Enhanced | J/A/S | O/N/D | J/F/M | A/M/J |
| Promote the destination brand. | Expand the Convention Sales Kit and its contents. Currently this lead follow-up kit contains a comprehensive overview of Billings and its services, lodging properties, convention services and attractions.          | \$                    | \$          | E                   | X     | X     |       |       |
|                                | Produce a series of promotional materials and give away items that will be used at trade shows, conventions, site visits and trade missions.  | \$                    | \$          | E                   | X     |       | X     |       |
|                                | Welcome groups to Montana's Trailhead utilizing downtown sky bridge, electronic signage, flags, airport signage.  | \$                    |             | N                   |       |       |       |       |
|                                | Develop a new booth identity by: lighting, new display skins, table skirting, additional banners and other enhancements that follow the Trailhead theme to be used with the CVB Booth at conventions and trade shows. | \$                    |             | E                   | X     | X     | X     | X     |
|                                | Upgrade CVB website to include calendar of events, online RFP, event photo gallery, blogs, etc.   | \$                    | \$          | E                   | X     |       |       |       |
|                                | Increase usage of technology to promote the destination – pod casting, twitter, facebook, etc.  | \$                    |             | N                   | X     | X     | X     | X     |

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|--|--|-----------------------|-------------|---------------------|-------|-------|-------|-------|
|  |  | TBID                  | Lodging Tax | N=New<br>E=Enhanced | J/A/S | O/N/D | J/F/M | A/M/J |
| Implement the "Bring it to Billings" campaign as a major priority. | Develop campaign utilizing local media to generate leads and book business.    | \$                    |             | N                   | X     | X     |       |       |
|  | Produce "Bring it to Billings" brochure.                                       | \$                    |             | N                   | X     | X     |       |       |
|  | Create educational materials, including power point and print.                 | \$                    |             | N                   | X     | X     |       |       |
|  | Create incentive program to entice local groups to participate in the program. | \$                    |             | N                   | X     | X     |       |       |

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| <p><b>Target Audience:</b></p> <p><b>Leisure Recruitment</b></p>  | <p><b>Positioning Statement:</b></p> <p>Billings is a hub of contemporary amenities and the individual comforts of home from which to embark on unlimited adventures into the history of the west, the mysteries of nature and the challenges of the greatest outdoors in America!</p> |
| <p><b>Key Measurable Objectives:</b></p> <ol style="list-style-type: none"> <li>1. Maintain 2008-2009 FY room demand for 2009-2010.</li> <li>2. Develop a benchmark industry report card receiving an 85% satisfaction rating.</li> </ol>   |  |
| <p><b>Geographic Target Markets:</b></p> <p>We will target communities that are at least 100 miles from Billings and are between Billings and the next larger regional markets such as Rapid City, Bismarck, Denver, Calgary and Fargo.</p> <p>Our target geographic area for the national market will be the surrounding states, including Washington and Oregon.</p>  |  |
| <p><b>Demographic Target Markets:</b></p> <p>Our primary demographic target will be visitors who view Billings as a metropolitan area and are interested in shopping, special events, culture, history and entertainment opportunities they cannot find in their hometowns. Billings is an obvious overnight stop for the motor coach industry for those tours to the area National Parks and regional attractions.</p>   |  |
| <p><b>Supports Strategic Plan: (Required by Tourism Advisory Council's (TAC) Rules and Regulations)</b></p> <p><b>Goal 1;</b> Action 1.1 - Implement highly targeted consumer advertising and promotion campaigns, based on strategic marketing plans and track/report results.</p> <p style="padding-left: 20px;">Action 1.1c – Attend consumer travel shows.</p> <p style="padding-left: 20px;">Action 1.1d – Continue marketing to international travelers.</p> <p style="padding-left: 20px;">Action 1.1e – Enhance tracking and reporting of results and ROI from state, regional and CVB advertising efforts.</p> <p style="padding-left: 20px;">Action 1.2d – Target travel media to increase the visibility of Montana as a leisure travel destination.</p> <p style="padding-left: 20px;">Action 1.2e – Continue to target tour operators to bring group tours and packaged vacations to Montana.</p> <p style="padding-left: 20px;">Action 1.3c – Conduct educational workshops, presentations and webinars to build marketing capacity and awareness and showcase successes among community and business partners.</p> <p><b>Goal 5;</b> Action 5.1 – Cultivate opportunities to leverage private and public dollars to create tourism products and attract new tourist markets.</p> <p><b>Goal 6;</b> Action 6.1 – Enhance professional development opportunities and requirements for staff and board members of Montana tourism and recreation-related organizations. (DMAI)</p> <p><b>Goal 9;</b> Action 9.2 – Foster opportunities to pool public and private marketing dollars.</p> <p style="padding-left: 20px;">Action 9.3 – Enhance funding for region and CVB marketing efforts.</p> <p><b>Goal 10;</b> Action 10.5a – Continue to conduct research about resident and nonresident travelers to Montana to determine progress on Strategic Plan objectives.</p> <p style="padding-left: 20px;">Action 10.5b – Purchase research national/international tourism, recreational related trends from Smith Travel Research (STR).</p> |  |

| Goals  | Marketing Methods   | 2009-2010 Action Plan |             |                     |       |       |       |       |
|--|---|-----------------------|-------------|---------------------|-------|-------|-------|-------|
|  |   | TBID                  | Lodging Tax | N=New<br>E=Enhanced | J/A/S | O/N/D | J/F/M | A/M/J |
| Increase Regional Leisure visitation and expenditures. | Grow "Pick 6" advertising campaign promoting events within Billings. The Billings CVB will develop our marketing campaign to include these events.  | \$                    | \$          | E                   | X     | X     | X     | X     |
|  | Produce a comprehensive advertising campaign promoting Billings to targeted audiences as a vacation destination via newspaper, web, magazine, TV and radio.   | \$                    |             | E                   |       | X     | X     |       |
|  | Grow the "shoulder season" advertising campaign promoting seasons such as holiday, back to school shopping, spring, fall foliage and girls weekend via newspaper, web, magazine, TV and radio.  | \$                    | \$          | E                   |       | X     |       | X     |
|  | Host a travel writer media fam trip.  | \$                    |             | N                   |       |       |       | X     |
|  | Continue partnership with Custer Country by participating in travel shows or cooperative marketing programs.  | \$                    |             | E                   | X     | X     | X     | X     |
|  | Continue partnership with Travel Montana by participating in travel shows or cooperative marketing programs.  | \$                    | \$          | E                   | X     | X     | X     | X     |
|  | Advertise Montana's Trailhead in Travel Guides produced by Travel Montana and other Regional Travel Guides– including, but not limited to Montana Vacation Guide, Winter Guide, Custer Country, Missouri River Guide, Yellowstone Country Guide, Around Billings Guide, 99 Things to do in Yellowstone. | \$                    | \$          | N                   | X     | X     | X     | X     |

| Goals                          | Marketing Methods   | 2009-2010 Action Plan |             |                     |       |       |       |       |
|--------------------------------|---|-----------------------|-------------|---------------------|-------|-------|-------|-------|
|                                |   | TBID                  | Lodging Tax | N=New<br>E=Enhanced | J/A/S | O/N/D | J/F/M | A/M/J |
| Promote the destination brand. | Produce and distribute the official Billings Vacation guide.  | \$                    | \$          | E                   |       |       |       | X     |
|                                | Produce and distribute Comprehensive Billings city maps and targeted downtown Billings maps.  | \$                    | \$          | E                   |       | X     |       |       |
|                                | Produce a comprehensive weekly and monthly Billings Events Calendar.  | \$                    |             | E                   | X     | X     | X     | X     |
|                                | Distribute Billings Vacation guides utilizing U.S. Mail and fulfillment by contractor.  | \$                    | \$          | E                   | X     | X     | X     | X     |
|                                | Keep Montana's Trailhead in public view by placing logos on staff and local team's wearables, banners, and or program advertisements  | \$                    |             | N                   | X     | X     | X     | X     |
|                                | Produce niche print pieces to promote areas of interest in Billings, highlighting our trails Brochures could include: walking tour of historic downtown buildings, antique buffs' guide to Billings, museum guide, etc. | \$                    | \$          | E                   |       | X     | X     |       |
|                                | Incorporate Billings, Montana's Trailhead theme in all of our marketing strategies.   |                       |             | E                   | X     | X     | X     | X     |
|                                | Upgrade CVB website with interactive components that are easily updatable in-house. Print promotions will tie into the website.   | \$                    | \$          | E                   | X     |       |       |       |

| Goals                          | Marketing Methods   | 2009-2010 Action Plan |             |                     |       |       |       |       |
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|                                |   | TBID                  | Lodging Tax | N=New<br>E=Enhanced | J/A/S | O/N/D | J/F/M | A/M/J |
| Promote the destination brand. | Continue to develop a library of stock Billings and area photos.  | \$                    |             | E                   | X     | X     | X     | X     |
|                                | Develop strategies to increase web visits such as continued participation in the Search Engine Optimization Programs. | \$                    | \$          | E                   | X     | X     | X     | X     |
|                                | Increase usage of technology to promote the destination – pod casting, twitter, facebook, etc.                        | \$                    |             | N                   | X     | X     | X     | X     |
|                                | Welcome travelers to Montana’s Trailhead utilizing downtown sky bridge, electronic signage, flags, airport signage.   | \$                    |             | N                   |       |       |       |       |
|                                | Utilize unique venues/settings to promote Billings as a Montana’s Trailhead. (Baseball fields, billboards, etc).      | \$                    |             | N                   | X     | X     | X     | X     |
|                                | Upgrade/enhance the Historic Trail signage throughout Billings.   | \$                    |             | N                   |       |       |       | X     |

| Goals   | Marketing Methods  | 2009-2010 Action Plan |             |                     |       |       |       |       |
|---|--|-----------------------|-------------|---------------------|-------|-------|-------|-------|
|   |  | TBID                  | Lodging Tax | N=New<br>E=Enhanced | J/A/S | O/N/D | J/F/M | A/M/J |
| Gain insight into visitation numbers via research.              | Conduct visitor research through Randall Travel Marketing to determine annual guest expenditures, geographic information and length of stay information. | \$                    | \$          | E                   | X     | X     |       |       |
|   | Subscribe to the Smith Travel Report (STR).  |                       | \$          | E                   | X     |       |       |       |
| Increase motor coach and international visitors.                | Attend group tour industry shows:  |                       |             |                     |       |       |       |       |
|   | • National Tour Association  | \$                    | \$          | E                   |       | X     |       |       |
|   | • Rocky Mountain International Roundup (targeting international group travel)  | \$                    |             | E                   |       |       |       | X     |
| Provide unparalleled destination, tourism and service training. | Work with neighboring cities such as Cody, Red Lodge or similar communities to cross promote.  | \$                    | \$          | N                   | X     | X     | X     | X     |
|   | Host employee fam trips, produce venue guides and plan other activities to educate our front line employees.   | \$                    |             | E                   |       |       |       | X     |
|   | Partner with the Yellowstone County Lodging Association (YCLA) to provide an industry education program.   | \$                    |             | N                   |       |       |       | X     |
|   | Staff year round Visitor Information Center utilizing volunteers and paid staff members.   | \$                    | \$          | E                   | X     | X     | X     | X     |
|   | Reward volunteers by hosting our annual Volunteer Appreciation Luncheon.   | \$                    |             | E                   |       | X     |       |       |
|   | Host VIC spring luncheon and refresher session   | \$                    |             | E                   |       |       |       | X     |
|   | Upgrade VIC signage to incorporate the Billings Brand.   |                       | \$          | N                   |       | X     | X     |       |

| Goals                   | Marketing Methods  | 2009-2010 Action Plan |             |                     |       |       |       |       |
|-------------------------|--|-----------------------|-------------|---------------------|-------|-------|-------|-------|
|                         |  | TBID                  | Lodging Tax | N=New<br>E=Enhanced | J/A/S | O/N/D | J/F/M | A/M/J |
| Destination leadership. | Continue the Certified Destination Marketing Executive (CDME) Certification Program for CVB Director.  | \$                    | \$          | E                   | X     | X     |       |       |
|                         | Begin Destination Marketing Accreditation Program (DMAP) for Billings CVB to become certified.   | \$                    |             | N                   |       |       | X     |       |
|                         | Actively participate in educational and industry programs provided by: Destination Marketing Association International (DMAI), Montana's Tourism Advisory Council (TAC), Travel Montana, and others. | \$                    | \$          | E                   | X     | X     | X     | X     |
|                         | Attend annual Governor's Conference on Tourism and Recreation.   |                       | \$          | E                   |       |       |       | X     |

|   |   |
|---|---|
| <p><b>Target Audience:</b></p> <p style="text-align: center;"><b>Sports</b></p>   | <p><b>Positioning Statement:</b><br/> Billings is an ideal location for youth, collegiate, and regional sporting events because we have Montana’s largest inventory of venues for both large and small events. Billings also offers affordable “big city” amenities the athletes and attendees enjoy.</p> |
| <p><b>Key Measurable Objectives:</b></p> <ol style="list-style-type: none"> <li>1. Increase the awareness of Billings as a regional sporting hub.</li> <li>2. Book one additional sporting event in Billings by partnering with current sporting clubs or venue managers.</li> <li>3. Maintain 2008-2009 FY room demand for 2009-2010.</li> </ol>   |   |
| <p><b>Geographic Target Markets:</b><br/> Sporting events will be targeted on state, regional and national levels. Billings currently hosts a limited number of regional events featuring participants from the Western U.S. and Southern Canada. We will expand this mostly summer event season to year round, capitalizing on our extended mild climate.</p>  |   |
| <p><b>Demographic Target Markets:</b><br/> Team leaders, team parents, coaches, tournament managers who are interested in hosting their sporting events in Billings.</p>  |   |
| <p><b>Supports Strategic Plan: (Required by Tourism Advisory Council’s (TAC) Rules and Regulations)</b></p> <p><b>Goal 1;</b> Action 1.1 – Implement highly targeted consumer advertising and promotion campaigns, based on strategic marketing plans and track/report results.<br/> Action 1.1e – Enhance tracking and reporting results and RIO from state, regional and CVB advertising efforts.<br/> Action 1.2b – Work with local sports groups/clubs to attract regional and national sports competition in off-peak seasons.</p> <p><b>Goal 9;</b> Action 9.2 – Foster opportunities to pool public and private marketing dollars.<br/> Action 9.3 – Enhance funding for region and CVB marketing efforts.</p> |   |

| Goals                                | Marketing Methods  | 2009-2010 Action Plan |             |                     |       |       |       |       |
|--------------------------------------|--|-----------------------|-------------|---------------------|-------|-------|-------|-------|
|                                      |  | TBID                  | Lodging Tax | N=New<br>E=Enhanced | J/A/S | O/N/D | J/F/M | A/M/J |
| Promote the destination brand.       | Produce a sports themed advertising campaign to be placed in sporting industry publications.   | \$                    |             | N                   |       | X     |       |       |
|                                      | Produce and distribute the Billings Sports Guide to event owners, planners, coaches, athletic directors and decision makers within the region and nation.            | \$                    |             | E                   | X     | X     | X     | X     |
|                                      | Distribute the Billings Sports Guide to event owners, planners, coaches, athletic directors and decision makers within the state.                                    | \$                    |             | E                   | X     | X     | X     | X     |
|                                      | Increase usage of technology to promote the destination – pod casting, twitter, facebook, etc.   | \$                    |             | N                   | X     | X     | X     | X     |
| Generate qualified sports leads.     | Attend the T.E.A.M.S annual trade show to promote Billings as a destination for sports events and gain sports industry knowledge.                                    | \$                    | \$          | N                   |       | X     |       |       |
|                                      | Forge relationships with AAU, USA (or other associations or unions) sporting events to encourage increased attendance of existing or new tournaments to Billings     | \$                    |             | N                   |       |       |       |       |
|                                      | Produce sports themed direct mail targeted toward event owners, event planners and team representatives.   | \$                    |             | N                   |       |       | X     |       |
| Book in state business for Billings. | Continue to support the Montana High School Association and Montana Coaches Association by providing hospitality at MHSAs events in Billings.                        | \$                    |             | E                   |       |       | X     |       |
|                                      | Attend or sponsor event at the MHSAs Annual Meeting or the Montana Coaches and Athletic Directors Annual Meeting   | \$                    |             | N                   | X     |       | X     |       |
|                                      | Secure additional MHSAs tournament or event in Billings by leveraging private funds to assist with finance the sporting event at MetraPark or other Billings venues. | \$                    |             | E                   |       |       | X     | X     |

| Goals   | Marketing Methods   | 2009-2010 Action Plan |             |                     |       |       |       |       |
|---|---|-----------------------|-------------|---------------------|-------|-------|-------|-------|
|   |   | TBID                  | Lodging Tax | N=New<br>E=Enhanced | J/A/S | O/N/D | J/F/M | A/M/J |
| Offer nationally competitive services, incentives and programs. | Offer financial support to event owners and sports producers to attract events to Billings. | \$                    |             | E                   | X     | X     | X     | X     |
| Retain and maintain existing sporting events in Billings.       | All class wrestling tournament hospitality suite.   | \$                    |             | E                   |       |       | X     |       |
|   | Divisional basketball tournament hospitality suite.   | \$                    |             | E                   |       |       | X     |       |
|   | State basketball tournament hospitality suite.  | \$                    |             | E                   |       |       | X     |       |
|   | Support sporting events held at RMC, MSU-Billings and the Shrine Auditorium.                | \$                    |             | E                   |       | X     | X     |       |
|   | Support Big Sky State Games.  | \$                    |             | E                   | X     |       |       |       |
|   | Support NILE events.  | \$                    |             | E                   |       | X     |       |       |
|   | Support non-Metra MHSA events held in billings  | \$                    |             | N                   |       | X     | X     | X     |

|   |  |
|---|--|
| <b>Target Audience:</b><br><b>Film</b>  | <b>Positioning Statement:</b> Billings offers the necessary amenities and production services within a short drive to dramatic film locations. |
| <b>Key Measurable Objectives:</b><br>Host one industry fam in conjunction with Montana’s Film Office resulting in one film project.   |  |
| <b>Geographic Target Markets:</b><br>Film decision makers will be reached through the Montana Film Office.  |  |
| <b>Demographic Target Markets:</b><br>Film makers and industry executives interested in historical and cultural attractions located in Billings and the area.   |  |
| <b>Supports Strategic Plan: (Required by Tourism Advisory Council’s (TAC) Rules and Regulations)</b><br>Goal 1; Action 1.2c – Continue to promote Montana as a film location and consider enhanced incentives for film production in Montana. |  |

| Goals                    | Marketing Methods   | 2009-2010 Action Plan |             |                     |       |       |       |       |
|--------------------------|---|-----------------------|-------------|---------------------|-------|-------|-------|-------|
|                          |   | TBID                  | Lodging Tax | N=New<br>E=Enhanced | J/A/S | O/N/D | J/F/M | A/M/J |
| Recruit film production. | Continue support of the Montana Film Office Location Guide.   | \$                    |             | E                   |       | X     |       |       |
|                          | In conjunction with the Montana Film Office, host a film industry fam to showcase Billings’ unique venues and locations to the film industry. | \$                    |             | N                   |       | X     |       |       |
|                          | Educate production companies about Montana’s Film Incentive Program.  | \$                    |             | N                   | X     | X     | X     | X     |
|                          | Be the liaison between the community and the production company.  |                       | \$          | E                   | X     | X     | X     | X     |