

WHERE YA HEADIN'?

Billings

MONTANA'S



TRAILHEAD

2010 — 2011
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, motor coach industry, 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 third year of leading the state in development and implementation of the Tourism Business Improvement District (TBID). Having secured incremental tourism funding that complements our current bed tax funding this plan allows us to be competitive with like-cities in tourism and convention recruitment.

The Chamber/CVB will continue to lead the community by promoting the “Billings: Montana’s Trailhead” brand. We also focus on building and strengthening tourism partnerships within the community. We will also focus on implementing many of the findings from the comprehensive research project finished this year. The plan emphasizes the importance of targeted tourism promotion, research, tracking and accountability in order to build a marketing strategy that extends beyond this fiscal year and into the future. Based on research the following are the priority markets that we will focus our marketing and sales efforts toward:

1. Meetings, Convention & Event Recruitment

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

2. Leisure Recruitment

- In-State
- Regional
- 2/4 Wheeled Enthusiasts

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, a strong sense of place and community values. Approximately 24% of travelers to Billings in 2008-2009 were attending a meeting/convention/rally – excluding corporate market, this was the largest segment to travel. We continually encourage our delegates to come early and stay late. This plan includes action steps for National, Regional and In-State recruitment.

Leisure Recruitment. Leisure travel to Billings accounts for 23% of the market mix. 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. Based on research received from ITRR, we will expand our marketing efforts to include the 2/4 wheel market. 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, Beartooth Pass and Cody, while encouraging our visitors to experience Billings and its rich history. Local attractions such as Yellowstone Kelly's Grave, Boothill Cemetery and Western Heritage Center only add to the lure of the West. Our goal in leisure recruitment will be to create a sense of place for our visitors...a place they want to stay an additional day or two. Utilizing the Brand Pillars (identified in a 2007-2008 in depth branding project) all of our marketing efforts will be centered around the following Pillars: *Western heritage*—Located in the center of the country's most amazing national heritage sites: Little Bighorn Battlefield, Yellowstone National Park and Pompey's Pillar.

Connections - Billings connects you to opportunities, attractions and adventures uniquely Montanan.

Montana's City—The center of regional commerce, healthcare education, and hospitality services.

Geography—Surrounded by the unique Rimrocks and mountain ranges, Billings is a place of forever views.

People—We are genuine.

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 which make up approximately 11% of our visitors, this plan includes limited focus on the recruitment and support of the Film Industry, Military Reunions and as well as a slight increase in the recruitment and service a variety of other travel segments (international, motor coach, etc).

Market Strengths

Billings, the “Big City in Big Sky Country” also often referred to as 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 a variety of 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. A question asked by the Randall Travel Marketing research firm to visitor of Billings – “what makes Billings distinct from other destinations.” The responses (not all listed) include: Big city/size/location, shopping/dining, friendly people, scenery, small town feel, and western flair. This is good evidence for the positioning of Billings...as Montana’s Trailhead. It is where one finds the trail and it is where one finds the supplies and material goods for the adventure.

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. With the creation of a Downtown Business Improvement District that increases the presence of police officers and has created a downtown street cleaning team, there is no longer a perception of unsafe and unclean.

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, NILE, and is home to the rocky mountain region performance of the Built Ford Tough PBR event.. Many other events contribute to the city’s success in appealing to regional, national, and international visitors.

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 fourth year of offering events and activities for those traveling to Sturgis. In 2010 Billings will host Gold wing touring association (for the second time) and Blue Knights International – both high profile motorcycle groups. We have hosted Gold Wing Road Riders Association (GWRRA) an unprecedented three times. Billings has also hosted Harley Owners Group (HOG) and Family Motor Coach Association (FMCA). The Mustang Car Owners Association (MCOA) Star Touring and Riding Association (STAR) and Blue Knights regional Motorcycle Rally have also chosen Billings as sites in years past. 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, in some cases flight times can be inconvenient, and transportation to and within the community can be expensive and inconvenient flight times.

Convention facilities are spread throughout the city and based on research have found them to be dated or not convenient locations. 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! Billings also offers no structured convention center. We are aware of the fact that if any of regional competitors would build a center, our market share would be affected drastically.

The most negative issue reported by visitors to Billings is signage and wayfinding. This is an issue we will begin to address through our scenic drive program signage upgrade. We will work with city and county leaders to create a signage plan/solution. It is critical to continue creating memorable and impressive gateways along major routes into Billings, especially interstates. We will encourage businesses and landowners to update, upgrade and improve the overall look and feel of these gateways. Airport entrances and exits, currently non-descript, will be branded with Montana's trailhead in the future.

<p>Target Audience:</p> <p>Meetings & Conventions Recruitment</p>	<p>Positioning Statement: 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, ample meeting space and unexpected quality air service.</p>
<p>Key Measurable Objectives:</p> <ol style="list-style-type: none"> 1. Book 8 citywide conventions/meetings in Billings. 2. Generate 11,000 citywide room nights for the lodging facilities of Billings. 3. Generate 120 qualified leads. 4. Book a total of 20 groups (including citywide, small meetings and sports) resulting in 20,000 room nights. 	
<p>Geographic Target Markets: The target will be planners concentrated in Washington, D.C., the Rocky Mountain Region 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 contacts 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.</p>	
<p>Demographic Target Markets: The target markets will include groups, associations and/or clubs that will utilize 350 guest rooms (peak) for at least two nights at a minimum of three properties and utilize a minimum of 8,000 square feet of exhibit or meeting space.</p>	
<p>Supports Strategic Plan: (Required by Tourism Advisory Council’s (TAC) Rules and Regulations)</p> <p>Goal 1; Action 1.1 – Implement highly targeted consumer advertising and promotion campaigns, based on strategic marketing plans and track/report results. Action 1.1e – Enhance tracking and reporting of results and ROI from state, regional and CVB advertising efforts. Action 1.2a – Amplify targeted sales and marketing to attract groups, meetings and conferences to Montana.</p> <p>Goal 5; Action 5.1 – Cultivate opportunities to leverage private and public dollars to create tourism products and attract new tourist markets.</p> <p>Goal 9; Action 9.2 – Foster opportunities to pool public and private marketing dollars. Action 9.3 – Enhance funding for regions and CVB marketing efforts.</p> <p>Goal 10; Action 10.5b – Purchase research about national/international tourism, recreation and related trends from Smith Travel Research.</p>	

Goals	Marketing Methods	2010-2011 Action Plan						
		TBID	Lodging Tax	N=New E=Enhanced	J/A/S	O/N/D	J/F/M	A/M/J
Generate qualified meeting and convention leads.	Trade show and convention attendance:	\$						
	• American Society of Association Executives Annual Convention and Trade Show (National	\$		E	X			
	• Meeting Industry Council (Regional Planners)	\$		E			X	
	• Connect Marketplace (SMERF Market)	\$		E	X			
	• Rejuvenate (Religious Market)	\$		E		X		
	• Destination Showcase DC	\$		E			X	
	• Helms-Briscoe Annual Meeting (3 rd Party)	\$		E			X	
	• Conference Direct Annual Meeting (3 rd Party)	\$		E				X
	• Fraternal Executives Association (Military)	\$		N	X			
	• Montana Society of Association Executives (State Planner)	\$		E				X
	Develop long term plan for pre/post convention events.	\$		N		X		
	Utilize local contacts within the MT WY Tribal Council Leaders to generate Indian Conferences.	\$		N	X	X	X	X
	Develop presence on 3 rd Party Meeting Planner RFP sites – C-Vent, Meeting Solutions.	\$		N		X		
	Produce Convention/Group/Event Recruitment Video.		\$	N	X			
Implement pre/post show sales missions.	\$		N	X	X	X	X	
Host meeting planner fam tour.		\$	N			X	X	

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		TBID	Lodging Tax	N=New E=Enhanced	J/A/S	O/N/D	J/F/M	A/M/J
2/4 Wheeled Social Event Recruitment.	Attend annual rally/shows to promote Billings as a destination for their event.	\$		N	X			X
	Develop ad campaign to recruit 2/4 wheeled social events to Billings.	\$		N		X		
	Maintain memberships with national 2/4 wheeled organizations.	\$		N			X	
	Plan personal calls to organization offices.	\$		N		X	X	
	Increase Billings' awareness by hosting functions at regional rallies.	\$		N	X			X
	Welcome existing 2/4 wheeled groups utilizing banners, billboards, newspaper or radio.	\$		N	X	X		X

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Promote the destination brand.	Continue to improve 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				

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		TBID	Lodging Tax	N=New E=Enhanced	J/A/S	O/N/D	J/F/M	A/M/J
Gain insight into convention and meeting planner industry through research.	Internally track competitive cities and the attributes that distinguish Billings.			N	X	X	X	X
	Participate in the Chicago “comparative cities” study.			N			X	
	Continue utilization of InfoTrac – meeting planner database software.	\$		E	X	X	X	X
	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
Offer nationally competitive services, incentives and programs.	Promote a Meeting Planner Incentive Program that rewards a planner or group for choosing Billings as a destination for their event.	\$		N	X	X	X	X
	Staff reservation booth or information booth at conventions one year or more in advance of their arrival in Billings.	\$		E	X	X	X	X
Increase attendance at conventions, meetings and events being held in Billings.	Place ads encouraging attendance at conventions booked in Billings.	\$		E	X	X	X	X
	Develop PR and ad materials for large groups and future meetings in Billings.	\$		E	X	X	X	X

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		TBID	Lodging Tax	N=New E=Enhanced	J/A/S	O/N/D	J/F/M	A/M/J
Continued promotion of the "Bring it to Billings" convention recruitment program.	Promote the campaign utilizing local media to generate leads and book business.	\$		E	X	X	X	X
	Present the campaign throughout Billings	\$		N	X	X	X	X
	<ul style="list-style-type: none"> Utilize contacts to schedule speaking engagements to area service clubs, social groups, major employee groups, corporate groups, etc. 							
	Develop incentive program to entice local groups to participate in the program.	\$		N	X	X		
	Ongoing e-campaign to database utilizing Boingo Mail.	\$		N	X	X	X	X
	Host a recognition event/gala for groups or local contacts that helped Bring it to Billings.	\$		N		X		X

<p>Target Audience:</p> <p>Leisure Recruitment</p>	<p>Positioning Statement:</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>Key Measurable Objectives:</p> <ol style="list-style-type: none"> 1. Maintain 2009-2010 FY room demand for 2010-2011. 2. Develop a benchmark industry report card receiving an 85% satisfaction rating. 3. Increase unique visitors by a minimum 2% per month, resulting in 175,000 total unique visitors for '10-'11 fiscal year. 	
<p>Geographic Target Markets:</p> <p>We will target communities that are at least 150 miles from Billings and are between Billings and the next larger regional markets such as Rapid City, Bismarck, Sheridan, Denver, Calgary and Fargo.</p> <p>Our target geographic area for the regional market will be the surrounding states, including Wyoming, Washington California, Idaho, North Dakota, South Dakota, Colorado and Oregon.</p>	
<p>Demographic Target Markets:</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>Supports Strategic Plan: (Required by Tourism Advisory Council's (TAC) Rules and Regulations)</p> <p>Goal 1; Action 1.1 - Implement highly targeted consumer advertising and promotion campaigns, based on strategic marketing plans and track/report results.</p> <p> Action 1.1c – Attend consumer travel shows.</p> <p> Action 1.1d – Continue marketing to international travelers.</p> <p> Action 1.1e – Enhance tracking and reporting of results and ROI from state, regional and CVB advertising efforts.</p> <p> Action 1.2d – Target travel media to increase the visibility of Montana as a leisure travel destination.</p> <p> Action 1.2e – Continue to target tour operators to bring group tours and packaged vacations to Montana.</p> <p>Goal 6; Action 6.1 – Enhance professional development opportunities and requirements for staff and board members of Montana tourism and recreation-related organizations. (DMAI)</p> <p>Goal 9; Action 9.2 – Foster opportunities to pool public and private marketing dollars.</p> <p> Action 9.3 – Enhance funding for region and CVB marketing efforts.</p> <p>Goal 10; Action 10.5b – Purchase research national/international tourism, recreational related trends from Smith Travel Research (STR).</p>	

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		TBID	Lodging Tax	N=New E=Enhanced	J/A/S	O/N/D	J/F/M	A/M/J
Increase Regional Leisure visitation and expenditures.	Develop a Billings Events (6-12 events) 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, social media, billboards 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, social media, billboards and radio.	\$		E		X		X
	Host a travel writer media fam trip.		\$	N				X
	Continue partnership with Custer Country by participating in vacation guide, travel shows or cooperative marketing programs.		\$	E	X	X	X	X
	Continue partnership with Montana Office of Tourism by participating in travel shows or cooperative marketing programs.		\$	E	X	X	X	X
	Advertise Montana’s Trailhead in Travel Guides produced by MTOT and other– including, but not limited to Montana Vacation Guide, Winter Guide, and Custer Country.	\$	\$	E	X	X	X	X
	Expand advertising of Montana’s Trailhead into surrounding states, including but not limited to Sheridan WY, Rapid City SD, etc. Others to be determined based on Randall research.	\$	\$	N	X	X	X	X
	Develop a seasonal Stay and Play program/campaign to be promoted in our feeder cities.	\$		N		X		X
	Attend consumer travel shows within target market.	\$		N		X	X	

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Promote the destination brand.	Produce and distribute the official Billings Vacation Guide.	\$		E				X
	Reprint and distribute a non-advertising related "Must See" Guide/Padded Map.	\$	\$	N	X			
	Distribute Go Play! Billings trail map.		\$	N	X			X
	Produce and distribute a comprehensive weekly and monthly Billings events calendar.	\$		E	X	X	X	X
	Distribute Billings vacation guide 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, billboards and/or program advertisements.	\$	\$	E	X	X	X	X
	Produce niche print pieces to promote areas of interest in Billings. Brochures could include: walking tour of historic downtown buildings, museum/cultural partner guide, outdoor recreation, parks, antiquing, shopping, etc.	\$		N		X	X	
	Continue to incorporate Billings, Montana's Trailhead theme in all of our marketing strategies.			E	X	X	X	X
	Engage the Trailhead Brand in the VIC through visual, tactile and sensory methods – to include but not limited to: adjustable lighting, sounds, brand icons, guest seating area.		\$	N			X	

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Promote the destination brand.	Continue to develop a library of stock Billings and area photos.	\$	\$	E	X	X	X	X
	Increase promotion of the destination through podcasting, twitter, facebook, youtube, etc.	\$		N	X	X	X	X
	Welcome travelers to Montana's Trailhead utilizing downtown sky bridge, electronic signage, flags, airport signage and billboards.	\$		E	X	X	X	X
	Utilize unique venues/settings to promote Billings as a Montana's Trailhead. (Baseball fields, billboards, gas station toppers, etc).	\$		N	X	X	X	X
Improve welcome and wayfinding signage in Billings.	Enhance visitor experience with improved and increased signage (i.e.: Billboards, Banners).	\$		N	X	X	X	X
	Improve signage at Billings attractions such as Swords Park.	\$		N	X	X	X	X
	Partner in the planning for the hospitality corridor within the East End TIF District.	\$		N	X	X	X	X
	Maintain partnerships with city/county/state departments to reach signage goals.	\$		N	X	X	X	X

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Gain and utilize insight into visitation.	Utilize information received from Randall Travel Marketing to more accurately target our promotions.	\$	\$	N	X	X	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		
	• TAP Dance (Tourism Alliance Partners)	\$		N				X
	• Rocky Mountain International Roundup (targeting international group travel)	\$		E				X
	• Other shows as deemed appropriate							
	Partner with MTOT to host group tour/international operator FAM.		\$	E				X
Host an international workshop.	\$		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
	Develop the Trailhead Tourism Ambassador Program (Hospitality Certification).	\$		N	X	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 refresher session	\$		E				X

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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	X		
	Establish staff presence in appropriate local leadership groups/programs.	\$		N	X	X	X	X
	Actively participate in educational and industry programs provided by: Destination Marketing Association International (DMAI), Montana's Tourism Advisory Council (TAC), MTOT, Regions and CVB's and others.	\$	\$	E	X		X	
	Attend annual Governor's Conference on Tourism and Recreation.	\$	\$	E				X
Grow 2/4 Wheeled Enthusiast Recruitment.	Develop comprehensive leisure ad campaign.	\$		N		X	X	
	Develop and distribute comprehensive driving/riding loop tour maps/brochures to include Red Lodge, Beartooth, Custer Country and other regional points of interest.	\$		N			X	X
	Attend regional/national rally's and events targeted toward 2/4 wheeled enthusiasts.	\$	\$	N	X			X
	Develop relationships with local 2/4 wheeled social groups/clubs.			N				
	Host reception/meal at local area dealership targeting travelling 2/4 wheel enthusiasts.	\$		N	X			X
	Sponsor regional 2/4 wheeled event	\$		N	X			X
	Welcome 2/4 wheeled enthusiasts to Billings during high traffic times (i.e.: before and after Sturgis) utilizing billboards, banners and radio.	\$		N	X	X		X

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Scenic Drive Revitalization .	Upgrade/enhance the Scenic Drive signage throughout Billings.	\$		N	X			
	Develop and distribute audio tour guide.	\$		N		X		
	Distribute a multi-use print brochure/map.	\$		E	X	X	X	X
	VIC volunteer, tourism partner and general public education.	\$		N	X			X
	Develop partnerships with scenic drive points to educate staff and volunteers and enhance their visitor experience.	\$		N	X			X
State Parks Partnership.	Develop and produce an awareness campaign for regional state parks. (Work with FWP/State Parks)		\$	N			X	X
	Develop and promote our local state parks through purchased advertising, PSA's, brochures, social media and/or web presence.		\$	N			X	X
	VIC volunteer, tourism partner and general public education.		\$	N			X	X
2011 National Tourism Week (May 7-15, 2011)	Develop and produce an awareness campaign for National Tourism Week through purchased advertising, PSA's, brochures, banners, community events, etc.	\$		N			X	X
	Educate VIC, tourism partners, general public on importance of tourism to Billings.	\$		N			X	X
	Host school groups in VIC.			N				X
	Host round-table discussions with local legislators and civic leaders to discuss tourism issues.	\$		N		X	X	

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		TBID	Lodging Tax	N=New E=Enhanced	J/A/S	O/N/D	J/F/M	A/M/J
Increase effectiveness of Billings CVB website	Visitbillings.com website enhancements. Additional pages for the site: <ul style="list-style-type: none"> • Scenic Drive • .mobi/smart phone pages/applications • Landing page for viewing videos/podcasts, etc. • Flash user interface for the homepage • Indian/Native Culture Insights page Niche Brochure downloadable information page	\$		N	X	X	X	X
	Develop multi-language welcome for international visitation.	\$		N	X	X		
	Information request follow up and tracking mechanism.	\$		N	X	X		
	Leisure database development.	\$		N	X	X		
	Enhance information request form.	\$		N	X	X		
	Develop e-news for leisure database. (opt-in)	\$		N				X
	Develop strategies to increase web visits such as continued participation in the Search Engine Optimization Programs.	\$		N		X	X	
	Further develop package offerings.	\$		N		X	X	
	Continue improving web layout – photo continuity, link information, calendar of events, etc.	\$		N	X	X		

<p>Target Audience:</p> <p style="text-align: center;">Sports</p>	<p>Positioning Statement: 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. Montana’s Trailhead is the quintessential “come early- stay late” destination for sporting families.</p>
<p>Key Measurable Objectives:</p> <ol style="list-style-type: none"> 1. Increase the awareness of Billings as a regional sporting hub. 2. Maintain 2009-2010 FY room demand for 2010-2011. 3. Increase Wyoming, North Dakota and South Dakota Athlete participation in Billings events. 4. Book two additional sporting events in Billings by partnering with current sporting clubs or venue managers. 	
<p>Geographic Target Markets: 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>Demographic Target Markets: Team leaders, team parents, coaches, tournament managers who are interested in hosting their sporting events in Billings.</p>	
<p>Supports Strategic Plan: (Required by Tourism Advisory Council’s (TAC) Rules and Regulations)</p> <p>Goal 1; Action 1.1 – Implement highly targeted consumer advertising and promotion campaigns, based on strategic marketing plans and track/report results. Action 1.1e – Enhance tracking and reporting results and RIO from state, regional and CVB advertising efforts. Action 1.2b – Work with local sports groups/clubs to attract regional and national sports competition in off-peak seasons.</p> <p>Goal 9; Action 9.3 – Enhance funding for region and CVB marketing efforts.</p>	

Goals	Marketing Methods	2010-2011 Action Plan						
		TBID	Lodging Tax	N=New 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.	\$		N	X	X	X	X
	Distribute the Billings Sports Guide to event owners, planners, coaches, athletic directors and decision makers within the state.	\$		N	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.	\$		E		X		
	Forge relationships with AAU, USA (or other associations or unions) sporting events to encourage increased attendance of existing or new tournaments to Billings	\$		E				
	Produce sports themed direct mail or eblasts targeted toward event owners, event planners and team representatives.	\$		N		X	X	
Book in-state business for Billings.	Continue to support the Montana High School Association and Montana Coaches Association by providing hospitality at MHSA events in Billings.	\$		E			X	
	Attend or sponsor event at the MHSA Annual Meeting or the Montana Coaches and Athletic Directors Annual Meeting	\$		N	X		X	
	Secure additional MHSA 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	2010-2011 Action Plan						
		TBID	Lodging Tax	N=New 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.	Welcome athletes and visitors utilizing billboards, banners and readerboards.	\$		N	X	X	X	X
	All class wrestling tournament hospitality suite.	\$		E			X	
	Divisional basketball tournament hospitality suite.	\$		E			X	
	State basketball tournament hospitality suite.	\$		E			X	
	Supplement rent at MHSAs Tournaments held at Metra	\$		E			X	
	Support Southern Classic Basketball Event at Metra	\$		N				
	Support sporting events held at RMC, MSU-Billings and the Shrine Auditorium.	\$		N		X	X	
	Support Big Sky State Games.	\$		E	X			
	Support NILE events.	\$		E		X		
	Support non-Metra MHSAs events held in Billings	\$		N		X	X	X

Target Audience: Film	Positioning Statement: Billings offers the necessary amenities and production services within a short drive to dramatic film locations.
Key Measurable Objectives: Host one industry fam in conjunction with Montana's Film Office resulting in one film project. Improve Billings' position with the film industry by offering incentives in conjunction with the Montana Film Office	
Geographic Target Markets: Film decision makers will be reached through the Montana Film Office.	
Demographic Target Markets: Film makers and industry executives interested in historical and cultural attractions located in Billings and the area.	
Supports Strategic Plan: (Required by Tourism Advisory Council's (TAC) Rules and Regulations) 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	2010-2011 Action Plan						
		TBID	Lodging Tax	N=New E=Enhanced	J/A/S	O/N/D	J/F/M	A/M/J
Recruit film production.	Support the efforts of the Montana Film Office through financial incentives to legitimate production companies	\$	\$	N	X	X	X	X
	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