

Montana Grants and Loans



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Application

Instructions

Print to PDF will convert the application plus any PDF attachments into a single PDF file. **Release for Review** will change the status of the application to Under Review and move it on to the evaluation process. **Negotiation** will allow you to unlock one or more sections of the application and route the application back to the applicant for further editing. **Annotations** allow internal staff to add notes that are visible to internal staff only and possibly also reviewers if they have a special security privilege. The applicant cannot see these notes. **Versions** will display all component versions that were created as a result of the negotiation process. **Feedback** allows staff to enter feedback about the application to the applicant. The feedback text will appear at the bottom of the application and will be visible to anyone who has access to the application. **Withdraw** changes the status of the application to Withdrawn and removes the app from the evaluation process.

Application Details

[Map](#) | [Print to PDF](#) | [Negotiation](#) | [Annotations\(0\)](#) | [Versions](#) | [Feedback](#) | [Withdraw](#)

41744 - FY17 Region/CVB Marketing Plan - Final Application

43988 - FY17 YELLOWSTONE COUNTRY Marketing Plan
DOC Office of Tourism

Status:	Under Review	Original Submitted Date:	04/28/2016 4:32 PM
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Applicant Information

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Organization Type: Non-Profit Organization
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Community & Brand Support**1. Describe your destination.**

Describe your destination (who you are, who you wish to attract and why would they come) addressing your strengths, opportunities, and potential challenges. How does your destination align with Montana's brand pillars?

PURPOSE

Yellowstone Country's primary purpose is to market & promote the area as a premier year-round leisure & outdoor recreation destination. Destination marketing helps drive travel demand, visitor spending and therefore, creates economic benefit to the community, region and state.

PRIMARY GOAL: To market the "Yellowstone Experience" that can be found throughout the region outside Yellowstone National Park. This is the differentiator that sets the Yellowstone Country region apart from competitors. Visiting the world's most famous national park is a must for many people's bucket lists, but we want to broaden that experience to encompass what can also be found just outside the park!

Folks who live in the region already know about our spectacular & pristine scenery, abundant wildlife, wide-open spaces and top-notch outdoor recreation opportunities; we want to share with visitors why this a great place to spend their leisure time!

STRENGTHS- The core strengths of Yellowstone Country include the main attractions such as Yellowstone National Park & the Beartooth All-American Road, but equally important in making the experience unique for visitors is the ability to immerse themselves in one/more of the outdoor recreational opportunities that are available to them when they choose this region as their destination.

*§ Yellowstone National Park/National Park Corridor & the park gateway communities- three of the five entrances to YNP are located in Yellowstone Country, including the only year-round

entrance at Gardiner, the northeast entrance at Cooke City/Silver Gate and the most-accessed entrance at West Yellowstone

- § Three Major Alpine Ski Resorts-Bridger Bowl, Big Sky-Moonlight, Red Lodge Mountain
- § World-renowned Snowmobile Areas (Cooke City, West Yellowstone, Crazy Mountains area, Gallatin River Corridor)
- § Beartooth All-American Road-from Red Lodge to Cooke City, one of the most shockingly beautiful drives in America!
- § Nordic Skiing—Nordic Centers & many, many miles of groomed trails throughout the region
- § Culture & History—from Native American & dinosaurs to mining, ranching & mountain men, the region offers a very interesting & unique blend of history & culture
- § Annual Events, unique local festivals, farmer's markets, and fairs- long running events like Red Lodge's Festival of Nations, newer annual events such as the Livingston Hoot, community rodeos, Independence Day celebrations, etc. means there's always something going on in our regional communities
- § Recreational Opportunities—a sampling in addition to other well-known offerings like skiing & snowmobiling: wildlife viewing in/outside of YNP (think springtime babies!), water recreation (fishing, boating, rafting, kayaking, swimming), ice climbing, hiking, snowshoeing, soaking in the Boiling River just inside YNP
- § Destination Lodging and Meeting Facilities—Examples: Chico Hot Springs Resort & the Pollard Hotel in Red Lodge offer full-service, year-round options, & there are a number of new properties coming to the region, particularly in the Bozeman area
- § Bozeman Yellowstone International Airport—busiest airport in the state, most direct flights, easy access to the entire region
- § Open lands-public access to BLM lands, Forest Service, national parks—any of these are just a short distance from any community in the Yellowstone Country region
- § Four Montana state parks-recreation and culture/history: Cooney Reservoir SP is a great outdoor/water recreation venue, and Missouri River Headwaters & Madison Buffalo Jump parks are well known for both outdoor recreation & history/culture

CHALLENGES/OPPORTUNITIES—

- Inclement Weather Conditions/Natural Disasters-fire, floods, etc.
- Transportation Issues-public transportation, seasonality of service
- Economic Climate –recession, budget cuts
- Infrastructure--always a question when more people come, is the infrastructure sufficient to handle growth
- Crowding/overuse in YNP (real or perceived)--According to YNP Supt. Dan Wenk "The increase in visitation to Yellowstone this year brought an increase in demands on park staff, facilities and resources. Long lines to enter the park, traffic jams, and the resultant frustration of visitors and staff undoubtedly affected the visitor experience.
- Shoulder Seasons-weather, amenities/service availability, staffing all have impact
 - Opportunity to market shoulder season activities to empty-nesters and singles who have the time and the income to travel.
 - Ability to entice a younger demographic with our endless recreation and rich culture.
 - Increased air service opens new markets.
 - Increasing diversity in our visitors including international visitors and urban-based visitors who are not familiar with the outdoors or challenges such as weather, distance, and access

MONTANA BRAND PILLARS

Yellowstone Country aligns very well with the Montana Brand Pillars in that there is an abundance of spectacular, unspoiled nature throughout the region, and given the multitude of recreational options, the region certainly meets the definition of offering breathtaking experiences. As with the majority of Montana, our communities are known for having friendly, hospitable people who work hard to help make a visitor's experience one to remember!

SPECTACULAR, UNSPOILED NATURE: The region is anchored by two major iconic destinations: Yellowstone National Park & the Beartooth All-American Road (BAAR). Custer-Gallatin National Forest, Absaroka-Beartooth & Lee Metcalf Wilderness Areas, BLM areas & city/county trail systems are all within a short drive and/or walk from population centers, so in essence, one can be in any community in the region and truthfully say they are "surrounded by spectacular, unspoiled nature". From the mountainous areas to the wide-open prairies, Yellowstone Country abounds with the very best Mother Nature has to offer!

BREATHTAKING EXPERIENCES BY DAY, RELAXING HOSPITALITY AT NIGHT:

As the Montana region that borders Yellowstone-America's 1st national park, Yellowstone Country is what locals like to call America's 1st playground: once you're done playing in the park, come play with us—there's something for both the adventurous and/or those who prefer the "Quiet Side" of the outdoors: hitting the ski slopes & trails, soaking in natural hot springs, camping in any season & in any mode of lodging (tent, RV, Yurt, etc.), and exploring the great outdoors by hiking, mountain biking snowmobiling or even dog-sledding are just some of the breathtaking experiences one can find just about anywhere in Yellowstone Country!

The region has a multitude of art galleries, nature centers, museums & historical sites. Local attractions, festivals & events offer fun opportunities for visitors to immerse themselves in community culture, whether it's attending a rodeo, taking in a lively music festival, participating in and/or watching an exciting winter ski or snowmobile event or just spending time taking in the surroundings.

Brewery-Tap Rooms and distilleries are a hugely popular trend, and this region of MT is fast becoming known as a great place to experience this "lifestyle" culture! Local eateries are always a top priority for visitors. Even some of the smaller regional communities in the region are becoming well-known for their food & beverage offerings! Whether its sidewalk dining in Bozeman, wolfing down a burger & shake at Mark's In & Out Burger in Livingston, or eating good home cooking at the Cowboy Bar & Supper Club in Fishtail, you'll find it a fun, relaxing place to be!

VIBRANT, CHARMING SMALL TOWNS THAT SERVE AS GATEWAYS

Showcasing the region's diverse, welcoming communities are an integral part of Yellowstone Country's marketing strategy. Each place has a unique local culture that makes it stand apart from neighboring towns. From Red Lodge to Three Forks, there are hidden (and not so hidden) gems for experiencing local community hospitality! Better yet, these communities are the anchors or gateways to whatever & wherever a visitor wants to experience.

[Optional: Include attachments here](#)

2. How will your marketing plan address the three phases of the travel decision process of inspiration, orientation and facilitation?

The direct marketing campaigns and the marketing support tools/resources (website, social media platforms, travel planner) will all be highly integrated, providing the right information at the right time during each of the inspiration, orientation & facilitation phases of trip planning.

INSPIRATION: The Consumer Advertising media campaigns messaging and imagery are specifically designed to address the Inspiration phase to a very targeted audience. The marketing strategy is activity-based, so each message is geared toward the market demographic audience. A supporting strategy is to use our travel guide and website to cross-promote by both activity & seasonality. The website, www.visityellowstonecountry.com, is multi-dimensional in that the main pages are to address inspiration (awe-inspiring imagery, main activities & attractions in the region, etc.), while the landing pages & sub-pages address the orientation & facilitation phases of trip planning.

Social Media supports the Inspiration & Orientation phases as we are able to engage consumers consistently throughout a season or in relation to a specific community, event, attraction or activity. Our Instagram presence is a fabulous method for showcasing the spectacular scenery and activities. We have implemented consistent blog posts to tell the stories of our culture, recreation, people and events and are seeing terrific engagement. Our goal is to continue to grow our fan base as well as actively advertising on Facebook and Instagram. FY16 results show this to be an effective strategy, increasing our number of likes by 10,000 people in just a few months.

ORIENTATION & FACILITATION: The Yellowstone Country website and annual travel planner are the primary resources for helping travelers with the orientation & facilitation phases, although both also have functions during the inspiration phase. These resources have extensive mapping & relevant general travel information, and are designed in a way that helps "push/pull" the user through the travel planning process quickly & efficiently. Additionally, YC funds 10 Visitor Information Centers throughout the region to ensure visitors' needs are met in all three travel phases.

[Optional: Include attachments here.](#)

3. Who is your market?

a. Define your target markets (demographic, geographic and psycho-graphic)

Primary Consumer Market: The Yellowstone Country primary target market can best be defined as "activity travelers"--these visitors fit into three categories: (1) immersion/entertainment tourist (2) the outdoor tourist and (3) the relaxation tourist. Within those categories, the majority of visitors to this region fit into the "outdoor tourist" category.

Secondary Consumer Market: Montana residents from out of the region and/or those residents choosing to spend an overnight in another community within the region

Primary Geographic Markets for Yellowstone Country: The key geographic markets for all visitors to Yellowstone Country are: CA, NY, WA, WY, ID, UT, MN, WI, OR, ND, TX, CO and the Sask, Alb, BC & Man Provinces in Canada.

Primary Demographic Markets for Yellowstone Country: Active individuals & small groups (2-4 people), age range 25-54, Household Income range \$50,000-\$150,000.

Key Psychographic Markets for Yellowstone Country: Social Class-middle to upper class (in terms of disposable income), Lifestyle-active, outdoor recreation oriented; Opinions-interested, but primarily influenced by desire to experience things for themselves; Activities & Interests-outdoor activities, history & culture; Attitudes & Beliefs- environmentally conscious, has an adventurous spirit, likes nature; Technology-savvy using mobile devices in all stages of planning and travel.

b. What are your emerging markets?

b. What are your emerging markets?

Geographic Markets: TX-greater Dallas/FTW area (which could include neighboring states of OK & LA), CO, AZ, GA, IL

Research data from the regional VICs & ITRR shows an upward trend of the # of visitors from these states annually. Marketing in these areas should help to continue driving those numbers up, and consistent and/or increasing air service to those markets makes it a viable option for travelers.

Demographic Markets: Part of the marketing mix is making assumptions from available data. People today are staying active and traveling at a later age than previous generations, so there is an opportunity to increase visitation from active baby boomers, retirees & seniors, age-55-74 years old with income of \$100,000 or greater.

c. What research supports your target marketing?

. ITRR 2015 Non-resident study data shows the average length of stay for non-resident visitors to MT was 6.24 nights, with **71%** of those in Yellowstone Country! 67% of the visitors are repeat visitors, and 59% of non-residents said their primary reason for coming is vacation/recreation/pleasure, which leads to the supposition that they want to broaden their experience beyond just visiting the national parks.

The following ITRR data that outlines what visitors were doing while in the region supports Yellowstone Country is on target with our primary activity-based marketing strategy & supporting strategy of promoting history & culture & leisure/lifestyle activities. Additionally, 85% said they plan to return within 2 years, which provides a great opportunity to market additional activities to them.

- 65% Scenic driving
- 51% Day hiking
- 49% Wildlife watching
- 48% Nature photography
- 32% Recreational shopping
- 30% Car/RV camping
- 26% Visiting historical sites
- 24% Visiting museums
- 21% Visiting local breweries
- 13% Visiting Lewis & Clark sites
- 13% Fishing/fly fishing
- 11% Attending festivals & events
- Followed by river rafting/floating, farmers markets, birding, skiing/snowboarding, etc.

The most visited site for non-resident visitors was YNP (followed by GNP at 24%), with hot springs (17%), MT State Parks (14%), Museum of the Rockies-Bozeman(10%), Grizzly & Wolf Discovery center-West Yellowstone(9%), showing there is a wide spectrum of interest among nature-based attractions.

Although the majority of non-resident visitors still prefer the traditional hotel/motel lodging (34%) or staying with friends/family (18%) while in the region, significant percentages showed they like the outdoor recreation options, also (private campground (13%), public land camping (12%), rented home/cabin (10%)).

ITRR data shows 25% of non-resident visitors to the region flew on at least a portion of their trip. 15% of visitors enter MT via the Bozeman Yellowstone International Airport (BZN). In addition, a significant number of visitors entered on Yellowstone Country region roadways: 14% entered MT via Targhee Pass, 14% via West Yellowstone, 12% via Gardiner & 4% via Bridger.

The BZN airport provided the following 2015 data (January 8, 2016):

v In 2015 BZN was served by 5 airlines in addition to chartered airline flights: Delta, United, Alaska, Allegiant & Frontier. BZN offers seasonal or year-round direct flights to Atlanta, Phoenix-Mesa, Chicago, Las Vegas, Seattle/Tacoma, Los Angeles & San Francisco (CA,) Salt Lake City (UT), Portland (OR), Minneapolis/S.T. Paul (MN) & Denver (CO), Houston(TX) and NY (Newark & NY LaGuardia airports). Delta Connection flights, operated by SkyWest, has seasonal service to West Yellowstone to serve travelers to YNP and West Yellowstone. **NOTE:** In our emerging target markets segment, the greater Dallas/Fort Worth (TX) area is identified; seasonal service via American Airlines will commence in summer 2016—the service will be offered for both warm & winter seasons.

v BZN is MT's busiest airport & serves as a year-round gateway to YNP. The airport handled 1,021,155 passengers during 2015, an increase of 5.6% over 2014.

v BZN is now the 8th busiest airport in the Northwest Region (which includes CO, UT, WY, ID, MT, OR & WA) and the 117th busiest in the nation in terms of passengers.

Yellowstone Country provides staff funding for 10 VIC's located throughout the region for the warm season Memorial Day-September. As a requirement of the funding, VIC's compile statistical information including where visitors are from, how many in the party, primary/secondary reasons for travel to the area & types of activities they participate in, and events they plan to attend. Observations of any specific changes/trends are noted by the travel counselors. The 2015 regional VIC data reports show first-time visitors are most interested in visiting Yellowstone National Park, followed by participating in some type of outdoor recreation: hiking, camping, fishing & rafting/floating. Repeat visitors (most likely those on 2nd & 3rd visits) will return to YNP for a portion of their trip to further explore, but are also including a mix of outdoor recreation & spectator activities in the community--rodeos, music festivals and touring museums. One VIC, located in West Yellowstone, interacted with over 153,000 visitors in 2015. ITRR data specific to West Yellowstone shows that 45% of those interviewed found the VIC the most useful highly used tool while here.

The State of the American Traveler Report (published January 2016) states the outlook for American leisure destinations in 2016 is optimistic with an estimated 34% of Americans planning to increase their leisure travel spending. According to Destination Analysts' biannual report, the West and Southeast regions have the highest numbers of residents who are expecting to travel more in 2016. The U.S. travel industry will continue to grow in 2016, fueled by a strong domestic travel market. In the absence of unexpected shocks, the number of leisure trips taken by Americans to grow by 2.1 percent in 2016. Looking at the generations, 57% of millennials and 45% of multi-generational travelers are planning to increase their travels in 2016.

The report also noted that 32% of Americans plan to visit a national park this year. Looking at the report's Destination Excitement Index™ -- a measurement of Americans' collective enthusiasm for different destination types, small towns and rural destinations were ranked third behind beach destinations and cities, and U.S. national parks were ranked fourth, followed by mountain destinations.

The American love affair with our National Parks seems to be still intensifying. International visitors are also getting the national parks fever and driving enthusiasm higher than ever in 2016 (*Travel Pulse*). The forecast is for over 600,000 China visitors to come to Yellowstone Park in 2016... a 20+% increase over 2015.

A new National Park Service (NPS) report shows the following:

- In 2015, there were 4,097,710 “visits” to Yellowstone National Park, up 16.6% from 2014, making it the highest visitation year on record. The number of “visits” is always greater than the actual number of individuals who came to the park because people may enter and leave the park repeatedly during a stay in the area.
- 42.5% of the total visitation came into Yellowstone through the park’s West Entrance in 2015, which also saw the greatest percentage increase in visits among the park’s five entrance gates, up more than 21.2% from 2014 levels.
- The National Park Service’s “Find Your Park” public awareness campaign, marketing and tourism promotions by the states of Montana and Wyoming, and lower gas prices contributed to the record number of visits.

Our social media insights show that our largest fan base is 45-65+ years, mainly families but also including urban, single dwellers with expendable time and money. Our younger fans, ages 18-24 are mainly in the career building stage of life, or are well-educated singles with an upper middle class income, residing in metro areas.

Optional: [Include attachment here.](#)

4. Overall Goals

GOALS

- Continue to raise awareness & brand Yellowstone Country region as a premier Montana year-round outdoor destination—the “Yellowstone experience outside the park” concept will deliver a strong, consistent message across all seasons.
- Seek & implement partnerships throughout the region to better “showcase” outdoor recreation opportunities, historical, cultural & natural assets the local community culture or “flavor” that helps visitors have the authentic experience they are seeking.

Optional: [Include attachments here.](#)

5. Joint Venture Opportunities

a. In what types of Joint Ventures with MTOT would you like to participate?

Yellowstone Country's markets the region as a recreational mecca (primarily outdoor recreation), so our first priority is to vet out those opportunities that fit our marketing strategy. YC continues to allocate the majority of the consumer advertising budget to winter because that is where we see the largest growth potential.

YC will continue to consider viable warm season joint ventures as part of our warm season promotion. Currently, the majority of our warm season placement is digital, with some print advertorial in the mix.

b. In what other types of Joint Ventures would you like to participate? (Regions/CVBs, etc.)

Building partnerships with organizations & businesses throughout the region will continue to be a major focus for Yellowstone Country in FY 17. With the addition of several new CVB's, we expect to have many opportunities to combine marketing efforts to help leverage both the branding & budgets.

YC will continue to vet opportunities to partner with Montana State Parks to promote the four state parks in the region as both a stand-alone destination and as part of the "bigger" experience; i.e. stay longer, do more. Comparing the average state park visitor demographic profile to the YC visitor profile shows there is a strong similarity--they "look" the same!

Partnering with other regions to promote a "larger" experience for visitors would be an option YC would like to expand. One idea would be to develop more of the park to park itineraries (or other plausible routes/themes).

In FY 15, YC implemented a Cultural Tourism grant program, which provided funds for communities to either start a new event or boost an already existing event or implement a supporting project for an event. In its 2-year existence, the program has been extremely well-received, which has allowed some great partnerships between YC and the organizations & communities that are dedicated to growing our experience product. We will continue building this program to expand those partnerships.

YC continues working in cooperation with the air transportation committee (comprised of airport representatives & local partners and in 2016 included MTOTBD to help promote direct flights) to implement marketing campaigns in targeted markets where we are working to increase air service.

c. What types of Joint Ventures have you done in the past? Were they successful - why or why not?

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The most successful MTOT Joint Venture co-ops have been digital campaigns. In spring 2016, we are also participating in the Bicycle JV to help promote bicycle tourism—results TBD.

Region/CVB press trip co-ops that involve multiple communities and/or regions have been very successful in generating awareness of MT, particularly through social media channels. YC region co-ops that have been the most successful have been those that help communities raise awareness (branding initiatives in Red Lodge & Gardiner, for example) and/or promote their great local events.

Optional: Include attachments here.

Include pie chart here.

[YC FY 17 BUDGET 4-27-16.docx](#)

Marketing Segment, Strategy & Budget

Marketing Segment	Marketing Method	Does research	Describe your method.	Supporting research/statistics	Provide a brief rationale.	Plan to measure success?	Marketing Method	Estimated budget for	Non bed	Add'l Atchmnts
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		support this method?				Evaluation	each method.	tax funds?	
Consumer	Online/Digital Advertising	Yes	<p>The strategy for Digital (and all media placement) is the following:</p> <ol style="list-style-type: none"> Setting a Goal—Determining who we are targeting & the desired outcome Creating an Effective Message- Awareness, Interest, Desire, and Action Call to Action—drive traffic to the website, social media channels, etc. Monitor & Measure-analysis of the placement's effectiveness <p>Consumer Advertising digital marketing promotes awareness of outdoor recreation activities in Montana's Yellowstone Country region and Yellowstone National Park. Primary focus is winter, followed by warm & shoulder seasonal activities. This campaign will include a national focus, as well as placement in regional drive markets to push seasonal travel and in the metro areas where we have direct flights. Our keyword campaigns will continue in both winter & warm season in order to promote outdoor activities.</p> <p>FY 17 placement: Digital Media</p> <ul style="list-style-type: none"> ● Keyword Campaign: Google, Facebook, Adtegrity ● Digital Advertising: Network display (banner and video creative), advertorial features, regional drive markets, site specific purchases. ● eNewsletter Campaigns (Example: Bootprints) ● Print--key activity specific publications 	<p>According to researchers at Marketing Land (marketingland.com), these are the key reasons for why DMOs should invest in digital advertising:</p> <ol style="list-style-type: none"> 1. Digital Advertising Drives ROI 2. Digital Advertising Enhances The Effectiveness Of Non-Digital Media Channels 3. Digital Advertising Is Effective Across The Entire Customer Journey 4. Digital Advertising Drives Word-Of-Mouth At Scale 5. Digital Creative Drives Interaction & Lifts Brands 6. Digital Advertising Is More Efficient Than Traditional Media 7. Digital Advertising Is Essential To Reaching An Audience 8. Digital Advertising Is Even More Effective Than We Know 	<p>Although advertising should have a call to action, it's more important to leave a lasting impression; the positive feelings emote a desire to experience what a person sees. Using this as a guideline, we can "speak" to visitors through our digital messaging--creating the idea that it isn't just an ad, it's an invitation to come experience what is being offered.</p>	<p>For all marketing efforts, the entire "journey" through the visitation phases will be analyzed: acquisition (what are we doing to attract the visitor- advertising message), behavior (what direction does the messaging take them) and outcomes (what was the impact to the region). Since the main call to action will be to drive them to the website, we will use the following website "traffic metrics" or KPIs for digital campaigns :</p> <ol style="list-style-type: none"> 1. Total Visits 2. New Sessions 3. Channel-Specific Traffic: <ul style="list-style-type: none"> ● "direct," people visiting the site directly; ● "referrals," which include external links from other sites; ● "organic," which includes visitors who found the site after performing a search, and; ● "social," which includes visitors who found us through social media. 4. Bounce Rate 5. Total Conversions 6. Projected Return on Investment 7. CPC rates 	\$491,000.00	No	
Consumer	Print Advertising	Yes	<p>The strategy for print advertising is to place highly targeted advertorial and/or</p>	<p>Although YC has reduced the amount of print advertising, it is still a viable venue when there is an advertorial content that provides an opportunity</p>	<p>Print advertising provides an opportunity to really "showcase" brand/destination</p>	<p>The primary objective for print advertising is to raise brand awareness. Measuring the success we will be</p>	\$25,000.00	No	

display content in key publications that reach a specific audience.
 Examples: Skiing, biking, climbing publications.

Advantages of print media advertising:

Specific Target Audience:

In print media, the advantage of catering to specific target audience opens up countless opportunities for reaching the audience. There is no wastage of resources as ads get to reach the target audience.

Loyal Readerships:

In the print media industry, readership is mostly longstanding and loyal.

Special Ad Positioning:

A major advantage in magazine advertising is that an advertiser can request special ad positioning, bringing greater visibility to the brand.

Credibility:

Over a period of years, magazines create a vast pool of loyal readers who feel safe in its very credible environment.

Long Life Span:

Compared to websites or national newspapers, magazines enjoy the longest life span. Some magazines (Nat Geo) are treasured across decades.

High Reach Prospective:

Another advantage is that magazines have a high reach prospective. Magazines pass from family, friends, colleagues, etc.

Glossy Ads:

These are usually trend setting and eye catching. Maximum visibility is reiterated through magazine advertising.

to provide in-depth messaging that can be tailored for a niche audience or be more generalized for mass media targeting.

http://www.contentmanagementsoftwares.net/Benefits_of_advertising_through_print_media.htm

<http://www.marketingprofs.com/articles/2014/24084/print-marketing-will-thrive-in-2014-and-beyond>

awareness.

1. Making an "active" brand introduction to potential first-time visitors to the region and/or state.

2. Reinforcing the brand message by "reconnecting" with return visitors that there is more, or different, experiences to be found on return visits.

looking at overall metrics such as website visitation, social media engagement, as well as requests for additional information.

Consumer	Photo/Video Library	Yes	<p>Using visual content for the website, social media and in advertising efforts provides an opportunity to help visitors conceptualize the type of experience they can have, and helps us to differentiate the Yellowstone Country product/experience from what other DMOs offer.</p> <p>Great imagery and video content helps to build brand awareness, as people are more apt to share information that includes these elements. The FY 17 emphasis is obtaining imagery/video to enhance the website content and for use in both social and broadcast media campaigns through an integrated approach. Our strategy is to use the following guidelines for all visual content:</p> <ol style="list-style-type: none"> 1. Look Good-images & videos must depict what makes the region so spectacular! 2. Engage the Audience-show the audience the possible experiences: dining, recreation, arts & culture, etc. 3. Leverage imagery/video content for SEO purposes on the website. 	<p>http://www.steamfeed.com/visual-content-will-rule-digital-marketing-2014/</p> <p>https://www.thinkwithgoogle.com/articles/youtube-insights-stats-data-trends-vol10.html</p> <p>http://blog.hubspot.com/blog/tabid/6307/bid/33423/19-Reasons-You-Should-Include-Visual-Content-in-Your-Marketing-Data.aspx</p>	<p>We continue to build on our image and video library as we integrate our website content with our broadcast, print and social media marketing. owning these assets is a less expensive option than limited usage contracts, and allows for more flexibility in how the assets are used.</p>	<ol style="list-style-type: none"> 1. Reduction in leased, limited usage fees. 2. Increase in YC "stock" videos & images that can be used broadly for both advertising and marketing resources such as social media channels and website. 	\$25,000.00	No		
Consumer	Website/Internet Development/Updates	Yes	<p>This segment encompasses three different components of website development.</p>	<p>https://www.theedesign.com/blog/2014/why-you-should-update-your-website-regularly</p> <p>https://www.nextflywebdesign.com/update-</p>	<p>Our primary goal is to increase our organic traffic to the site. The website serves as a resource/planning tool for</p>	<p>Increase in organic traffic.</p> <p>Increase in returning visitors.</p>	\$50,000.00	No		

			<p>1. Content Strategy. Our continuing focus in FY17 is to continuously build content to give visitors a reason to return to VisitYellowstoneCountry.com. This content will live on the website as well as being pushed through our social media channels.</p> <p>2. Technology upgrades are also critical for SEO and will allow for addition of new pages, graphic design enhancement, database development, project management, consulting, site analysis, and new hardware, software or network enhancement purchases as required, photos, video, & text, testing & implementation, social media website development and integration with existing website.</p> <p>3. Site management & maintenance-would include electronic database creation and maintenance, regular content/photo/video updating, website performance tools & reports, adding to media & content libraries, link review & changes, test & troubleshoot, training & technology assistance as needed, interface with MTOT and other tourism related organizations.</p>	website-content/	both first-time and return visitors, so keeping the content updated and "fresh" is a key component of our overall marketing effort. The FY 17 focus will be to create new content that will be integrated with media advertising & social media efforts..	Increase in goal conversions (strategic exits to partner sites, downloading travel planner.) Increased engagement.				
Consumer	Travel Guide	Yes	<p>The YC travel planner is intended as a resource for all three trip planning phases: Inspiration, Orientation & Facilitation. The planner will also be the fulfillment piece for direct inquiries. In keeping with the Montana brand platforms, the travel planner serves as an image rich INSPIRATION/MOTIVATION piece and the content aids in the orientation & facilitation phases.</p> <p>New distribution points for 2016-17 will be the metro areas of Kansas City, Milwaukee, St. Louis, Minn/St. Paul and in the following airports: Chicago-O'Hair, Michell International-Milwaukee and the Twin Cities airports in their premium display areas.</p>	<p>According to Hotel news Now (HNN-http://www.hotelnewsnow.com/Articles/27912/Are-travel-guides-still-relevant), "While the advent of the Internet and user-generated review sites such as TripAdvisor have largely usurped the role of printed travel guides, they're still important tools for many travelers and hotel marketing executives."</p> <p>http://www.businessinsider.com.au/travel-guides-are-still-relevant-2013-7</p> <p>A study by www.independenttravelcats.com found the following:</p> <p>Research Findings: Interestingly, while more people actually reported using the Internet for travel, guidebooks were still rated as the most influential source of information by the travelers.</p> <p>Here were the rankings from most important to least important source of travel information:</p> <ol style="list-style-type: none"> 1. Travel guidebooks 2. Friends/relatives 3. Personal experience 4. Internet 5. Newspapers/magazines <p>Top 5 Sources of Information Before Travel:</p> <ul style="list-style-type: none"> • Internet (85%) • Friends/Relatives (82%) • Travel guidebooks (76%) 	<p>Based on the # of requests from visitors, reports from the distribution managers, and the feedback from Visitor Information Centers, the printed YC guide is still an integral component of our marketing effort--both for trip planning and for use in helping to turn a "bucket list" of things to see & do into an actuality.</p>	<p>The objectives for the travel planner are to provide inspiration to visit the region and to provide a resource that pushes potential visitors to a specific behavior response; booking a trip, visiting specific sites, communities, attractions, etc. once they have arrived. We will analyze the distribution channels (Certified racks, bulk orders through Chambers/MICs /businesses, direct inquiries, pdf downloads from the website, and website guest book requests) to determine if the travel planner is being used as intended.</p>	\$110,000.00	No		

			<ul style="list-style-type: none"> • Newspapers/magazines (70%) • Travel agencies (57%) & Corporate/associates (57%) <p>Top 5 Sources of Information During Travel:</p> <ul style="list-style-type: none"> • Travel guidebooks (76%) • Personal experience (54%) • Friends/relatives (32%) • Internet (28%) • Travel agencies (25%) <p>A significant amount of visitors to the YC region still request a hard copy of the travel planner:www.</p> <p>Direct Inquiry</p> <ul style="list-style-type: none"> • Phone- 1,633 • Email- 1,300 • Website Guestbook- 2015: 12,362 							
Consumer	Joint Ventures	Yes	JOINT VENTURE marketing projects will be identified & implemented for specific target geographic & demographic markets and may include any/all of the following: television, video, print, Internet, radio and display advertising. This would include cooperative advertising programs with MTOT & other Region/CVBs as applicable and/or as funds allow. As with all YC marketing, the Joint Venture projects YC participates in will be specific to promoting the outdoor activity/recreational experience.					\$164,000.00		
Marketing Support	Administration		The Administrative budget is the operations budget that allows us to pay wages, operate an office, buy equipment & conduct business as an organization.					\$150,000.00	No	
Marketing Support	Opportunity Marketing		OPPORTUNITY marketing projects will be identified & implemented for specific target geographic & demographic markets and may include any/all of					\$15,000.00		

			the following: television, video, print, Internet, radio and display advertising. This would include cooperative marketing ventures with private and/or public partners.						
Marketing Support	Fulfillment/Telemarketing	No	<p>This budget supports distribution of YC's printed materials to non-resident and resident visitors, toll-free phone service, shipping and postage. As the primary means of distribution to both regional outlets and identified out-of-state hubs, YC contracts with Certified Folder Services to distribute the travel planners. CFS stores the YC travel planners & fulfills bulk order requests, stocks the planners in eligible MT state rest areas, and CFS brochure racks located along the Yellowstone route including the Bozeman & Billings airports in the baggage claim areas.</p> <p>New distribution in 2016-17 includes the metro areas of St. Louis, Minn/St. Paul, Milwaukee, Kansas City, and Chicago, as well as in the major airports in those cities.</p>		Fulfillment is a necessary support function for all the marketing programs; printed materials distribution, toll-free line, shipping postage are all integral parts of running the business.	Distribution of the travel planner through the various distribution methods will be tracked & analyzed. This includes distribution to out-of-state locations on Certified Folder routes (Denver, Pocatello/Idaho Falls, Salt Lake City, Seattle) and CTM routes (Minn/St. Paul, Chicago, St. Louis, Kansas City and Milwaukee), in the state rest areas, along Certified's in-state Yellowstone route, through the 10 regional VICs, local Chambers and as the fulfillment piece for direct inquiries to the office, guest book sign-ups on the website and for the consumer advertising campaigns.	\$40,000.00	No	
Marketing Support	VIC Funding/Staffing /Signage		<p>The regional VICs are a vital component of YC's efforts to entice travelers to visit, stay longer and do more while in Montana. The number of travelers stopping at regional VICs is significant: many people are stopping at community VICs as they move through the state, not just at the main entry points. VIC travel counselors cite that visitors often indicate they find the first-hand information they receive at the centers to be the most valuable travel resource once they are in the area. This program allows chambers the opportunity to operate more hours, employ travel counselors who are trained & knowledgeable about the region, and to provide information assistance. More and more visitors use the Internet for trip planning; however, once on the ground, they want to have local knowledge and interaction to help them have the best experience possible. Although not a conventional use of promotion & marketing dollars, this project is a good use of our funds since it allows us to provide a tangible benefit for visitors, as well as giving YCMI an opportunity to leverage partnerships with the local chambers/communities. Having on-site, trained travel counselors is a vital support service, working in conjunction with our marketing</p>	<p>The total # of visitors assisted during the 2015 funding period (Memorial Dya weekend-Labor Day 2015) increased 13% from 2014, serving 200,000+ visitors in the 10 regional VICs.</p> <p>Some interesting articles supporting VIC's as an integral support function for the tourism industry:</p> <p>http://www.arizonaguide.com/press-room/press-releases/arizona-office-of-tourism-supports-local-visitor-information-centers-with-grant-funding</p> <p>http://www.tandfonline.com/doi/abs/10.1080/10548400903356178#preview</p>	The VIC program is an integral part of YC's overall marketing effort & continues to be very successful. <i>Tourist information center acts as one of the most important communication channels with which to attract and educate travelers about the benefits of visiting the state.</i> VIC's provide key support for visitors to the region by offering a variety of services and support both prior to travel to the destination and once they arrive	<p>Primary objective for this program is to provide information services to the visitors both before and after arrival. VIC's are a key component for all three phases of trip planning, especially the orientation & facilitation phases,</p> <p>Visitor numbers and satisfaction are key performance/success metrics in helping determine each year if funding the VICs are a viable use of marketing dollars. YC analyzes the VIC report provided by each participating entity annually, and uses that information & data to set the guidelines for the program, as well as to help determine target geographic demographic markets.</p>	\$120,000.00	No	

			<p>campaigns to help showcase the multitude of unique attractions, scenery, events and properties in the regional communities.</p> <p>What Visitor Information Centers Can Provide:</p> <ul style="list-style-type: none"> • Greet Your Visitors & Give a Warm Welcome—Invite them to stay by sharing information that makes them want to. • Display Brochures, rack cards, guidebooks & other printed material • Offer a Taste Community -What better way to sell your destination than one-on-one interaction with the traveler. • Dining & Lodging Information for visitors • Crucial travel information such as road closures, fires, floods, etc. 						
Marketing Support	Cultural Tourism	Yes	<p>Research has shown that cultural tourists "tend to be older, better educated and earn more money than the travelling public as a whole" and "generally spend more money on holiday, stay longer in a particular area and participate in more activities than other tourists."</p> <p>As part of our commitment to partners, YC's strategy for the Cultural Tourism grant program is to provide regional communities with financial & marketing support for culinary, sporting, musical, & heritage activities, and/or lifestyle culture the community is promoting. For example, the advent of Brewfests in so many MT communities is a lifestyle culture event. These events shelp raise brand awareness of the community & region, but provide economic benefit to the area.</p>	<p>http://www.intechopen.com/books/strategies-for-tourism-industry-micro-and-macro-perspectives/the-role-and-importance-of-cultural-tourism-in-modern-tourism-industry</p> <p>The Imprtnace of Cultural Tourism essay: https://www.ukessays.com/essays/cultural-studies/importance-of-culture-tourism-cultural-studies-essay.php</p> <p>The Cultural & Heritage Traveler 2013 Edition, http://mandalaresearch.com/images/stories/free_download_CH_2013.pdf</p> <p>The President's Committee on the Arts & Humaities has many case studies of successful cultural tourism programs: http://www.pcah.gov/cultural-tourism</p>	<p>Linking tourism with heritage and culture can do more for local economies than promoting them separately. That's the core idea in cultural heritage tourism: save your heritage and your culture, share it with visitors, and reap the economic benefits of tourism.</p> <p>Economic benefits – Cultural Tourism can provide direct benefit to the business community, such as lodging, dining, shopping, etc. Visitors' expenditure generates income for the local community.</p> <p>Social benefits – Cultural Tourism can bring about a real sense of pride and identity to communities by showcasing distinct characteristics of ways of life, history and culture in an area.</p>	<ul style="list-style-type: none"> • Increase in attendance at community events • Increase in revenues for community businesses • Expansion of the product/offerings-- events continue to grow and have more to offer visitors • Events become self-sustaining and/or become a "signature event" 	\$50,000.00	No	

Marketing Support	Research	Yes	<p>The research strategy is geared toward "getting to know" the visitor; drilling down to find out more about who is coming, why, when, where and doing what while they are here. The implementation of some very specific research projects will help YC to better market to visitors.</p> <p>Research projects will be focused on these outcomes:</p> <ul style="list-style-type: none"> • Define the people who are the region's visitors • Help define how best to advertise to the target market • Help define our competitive edge 		<p>Research is powerful business tool to understand people's behaviors and the cause and effect those behaviors have on travel decisions. Research brings another voice to the conversation—the target audience's—that is objective, free of organizational bias and can be used for planning and for evaluating purposes.</p>	<p>Success will be measured by having useful, relevant data for developing and/or revising both short-term & long-term marketing strategy.</p>		\$27,000.00	No	
Publicity	Social Media	Yes	<p>We are continuing to increase our presence on social media sites. The overall strategy is a 3-step process/guidelines:</p> <p>Step #1: Assessment- evaluate where we are, where we want to go and what the wins will be along the way. Determine who our audience is, and what their needs, wants & challenges are.</p> <p>Step #2: Implementation-execution. Determine who, when, where, how.</p> <p>Step #3: Monitor, Measure, Momentum-use analysis tools to adjust the strategy as necessary</p>	<p>Our social media engagement continues to increase and we are putting a bigger emphasis on expanding the channels and frequency as well as incorporating strategic content.</p> <p>http://zeendo.com/info/real-examples-of-good-social-media-strategies-from-big-brands/</p> <p>http://www.phocuswright.com/Travel-Research/Social-DMOs-The-State-of-Social-Media-and-Destination-Marketing</p>	<p>Social Media is an integral component of the overall marketing strategy; it supports the Consumer Advertising & Publicity/Public Awareness campaigns, and has proven to be a very effective way to not only push information out in a timely manner, but allows us to engage with both potential new visitors and repeat visitors.</p>	<p>The objectives for social media center around advocacy & awareness: Are people affected, are they aware of and are they using the content?</p> <p>Continue to analyze the relevant website, blog, FB & Twitter statistics to monitor growth, trends and areas that need improvement. This analysis would include reviewing data from the following categories:</p> <p>Distribution</p> <ul style="list-style-type: none"> • Followers • Fans • Number of mentions • Reach • Social bookmarks (SumbleUpon, Delicious) • Inbound links • Blog subscribers <p>Interaction</p> <ul style="list-style-type: none"> • Followers engage, spread the message and interact with each other • Retweets • Forward to a friend • Social media sharing • Comments • Like or rate something 		\$18,000.00	No	

journalists help tell our story in a much more personal fashion than just traditional advertising media alone. This venue creates the extra "bang for the buck," to highlight key vertical markets, such as culture, community festivals & events and outdoor recreation.

\$1,300,000.00

Marketing Method Budget

Marketing Segment	Marketing Method	Bed tax funded budget	Non bed tax funded budget
Consumer	Online/Digital Advertising	\$491,000.00	\$0.00
Consumer	Print Advertising	\$25,000.00	\$0.00
Consumer	Photo/Video Library	\$25,000.00	\$0.00
Consumer	Travel Guide	\$110,000.00	\$0.00
Consumer	Website/Internet Development/Updates	\$50,000.00	\$0.00
		\$701,000.00	\$0.00
Marketing Support	Research	\$27,000.00	\$0.00
Marketing Support	Administration	\$150,000.00	\$0.00
Marketing Support	Joint Ventures	\$164,000.00	\$0.00
Marketing Support	Fulfillment/Telemarketing	\$40,000.00	\$0.00
Marketing Support	Opportunity Marketing	\$15,000.00	\$0.00
Marketing Support	VIC Funding/Staffing/Signage	\$120,000.00	\$0.00
Marketing Support	Cultural Tourism	\$50,000.00	\$0.00
		\$566,000.00	\$0.00
Publicity	Social Media	\$18,000.00	\$0.00
Publicity	PressTrips	\$15,000.00	\$0.00
		\$33,000.00	\$0.00
		\$1,300,000.00	\$0.00

Miscellaneous Attachments

File Name	Description	File Size
FY 16 BUDGET PIE CHART 5-15.docx (33 KB)	FY 16 budget pie chart	33 KB

Reg/CVB Required Documents

File Name	Description	File Size
FY 16 signed docs Copy.pdf (964 KB)	signed required docs	964 KB

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