



Application

27194 - FY16 Region/CVB Marketing Plan - Final Application

29054 - FY 16 Glacier Country Marketing Plan
DOC Office of Tourism

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Organization Information

Name: * Glacier Country Regional Tourism Commission

Organization Type: Non-Profit Organization

Organization Website: <http://glaciermt.com/>

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Comments:

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?

Please reference attached PDF of the Glacier Country Marketing Plan Narrative for a detailed version of all the Community and Brand Support questions.

ABOUT WESTERN MONTANA'S GLACIER COUNTRY

As our name implies, Glacier Country is home to the Crown Jewel of the Continent—Glacier National Park. Within the park, visitors can explore rolling foothills, celestial summits, flower-filled meadows and stunning 400-foot waterfalls, as well as an extensive trail system. Anchoring the park is the Going-to-the Sun Road. An engineering marvel and National Historic Landmark, the Going-to-the-Sun Road is one of the most scenic drives in the nation.

As the westernmost region of Montana, Glacier Country encompasses 75+ communities within the eight counties of Flathead, Glacier, Lake, Lincoln, Missoula, Ravalli and Sanders.

- Geographic size: 22,000 square miles
- Population: 320,000
- Largest cities: Missoula, Kalispell, Whitefish and Hamilton
- Average February temperature: 30 degrees
- Average July temperature: 85 degrees
- American Indian Tribes: Blackfeet, Kootenai, Pend O'reille, Bitterroot Salish

Glacier Country's brand is firmly integrated with the Montana brand. Our offerings—specifically nature, communities and welcome residents—blend together to provide services and experiences that help to share our marketing messages, while effortlessly aligning with our three brand pillars.

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

More importantly, it is the many Montanans who deliver genuine and authentic experiences that help turn our first-time visitors into return visitors.

- We are simple, but not unsophisticated.
- We are confident, not arrogant.
- We are genuine, not old-fashioned.
- We are grounded, but not stuck in our ways.

Glacier Country is host to millions of visitors each year with a variety of interests and characteristics.

- Leisure traveler
- Geo-tourist
- Active mature
- Families
- Repeat visitors to Montana
- Business
- Meetings and conventions
- Reunions and weddings
- Higher education
- Healthcare

Average length of trip

- 6.54 nights
- 71% of nights spent in Glacier Country
- 12% of nights spent in Yellowstone Country

Primary reason for the trip

1. Vacation/recreation/pleasure - 55%
2. Visit friends/relatives/family event - 21%
3. Just passing through - 12%
4. Business/convention/meeting - 8%
5. Other - 3%
6. Shopping - 1%

Activities while on their trip

1. Scenic driving - 74%
2. Day hiking - 47%
3. Nature photography - 44%
4. Wildlife watching - 40%
5. Recreational shopping - 37%
6. Car/RV camping - 29%
7. Visiting other historical sites - 28%
8. Visiting museums - 17%
9. Visiting Lewis & Clark sites - 16%
10. Fishing/fly-fishing - 12%

Top sites visited on trip

1. Glacier National Park - 70%
2. Yellowstone National Park - 40%
3. Flathead Lake State Parks - 20%
4. Other Montana State Parks - 16%

Group characteristics

1. 27% of groups with all first-time visitors
2. 57% of groups with all repeat visitors
3. 16% of groups with mixed first-time and repeat visitors
4. 17% flew on a portion of their trip
5. 7% own a 2nd property in Montana

Source: *The University of Montana, Institute for Tourism and Recreation Research (ITRR) based on 2014 data for the Glacier Country region.*

Why they come.

Within the boundaries of Glacier Country exist endless arrays of activities, from thriving arts and culture offerings to exhilarating adventures and authentic western experiences surrounded by stunning landscapes. *(Please reference attached PDF for more detail.)*

STRENGTHS

As a travel destination, Glacier Country enjoys many distinct strengths. Building upon the ones previously mentioned, some additional major assets include:

- Brand pillars (detailed above)
 - Spectacular unspoiled nature
 - Charming small towns and communities that serve as gateways to natural wonders
 - Well-preserved cultural and heritage offerings
 - Breathtaking experiences by day and relaxing hospitality at night
- Partnerships
 - Glacier Country benefits from a culture of collaboration among its many partners who work together to build awareness of Western Montana as an authentic destination while adding value to the travel experience. These public and private partners include, but are not limited to, our historical heritage sites, arts and culture organizations, agritourism entities, businesses that locally source products and services, tribal nations, U.S.F.S., U.S. Fish and Wildlife Service, Bureau of Land Management, Montana State Parks, Glacier National Park and conservation associations.
- Seasonality
 - The eight counties of our region see fluctuations in traveler numbers depending on the season and location.
 - Overall our region's high season is June through September. However, there is some variance among our eight county region and there are opportunities for growth throughout the 75 communities in Glacier Country.
- Annual Glacier Country Signature Events
 - Montana Dragon Boat Festival (Lakeside)
 - Huckleberry Festival (Trout Creek)
 - North American Indian Days (Browning)
 - Bitterroot Scottish Irish Festival (Hamilton)
 - Missoula Marathon (Missoula)
 - Rendezvous Days (Eureka)
 - Tamarack Festival and Brewfest (Seeley Lake)
 - Flathead Cherry Festival (Polson)
 - Winter Carnival (Whitefish)
 - Montana Spartan Race (Bigfork)
 - Tour of Montana (Missoula)

CHALLENGES

Glacier Country takes a broad-based approach to addressing the challenges encountered in our region. It's important to note that not all of these challenges can be changed by Glacier Country. Instead, we take an informational approach and stay informed in the latest issues and engage available resources when possible.

These resources include accuracy in our marketing messages and imagery used; staying abreast of new marketing trends and opportunities; maintaining a positive tone and message in our publicity and social media efforts; working with our partners to understand the concerns and impacts our industry has at a local, statewide and national level; and assisting financially when possible while knowing that our ultimate mission is to create demand for the tourism product our businesses and communities supply.

Identified Challenges *(Please reference attached PDF for more detail.)*

- Economy
- Market competition
- Airline challenges
- Glacier National Park infrastructure issues
- Changing landscape
- Perception of Glacier National Park being closed in the winter
- Perception of remote location
- Emerging markets
- Crisis outreach and traveler education
- Weather
- International issues
- Public transportation

GLACIER COUNTRY TOURISM FULLY INTEGRATES THE MONTANA BRAND

As outlined in our **STRENGTHS**, Glacier Country Tourism fully embraces the Montana brand pillars of spectacular beauty, relaxing hospitality at night and exhilarating adventures by day. We highlight unique adventures and local flavors that appeal to the visitor looking for an authentic Montana experience, paired with truly local hospitality.

In our outreach efforts, we follow Montana's guidelines of big, expansive photography that tells the Montana story. We support the spectacular landscape with subsets of charming towns, approachable activities and distinctive things to see and do.

Optional: Include attachments here

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

According to the *2014 Biennial Edition of The Economic Review of the Travel Industry in Montana* (developed by ITRR – the Institute for Tourism & Recreation Research), more than 11 million travelers spending an estimated \$3.98 billion dollars chose Montana as their travel destination.

Their primary reasons for visiting Montana were mountains and forests, Yellowstone and Glacier National Parks, open space and uncrowded areas. They also enjoyed scenic driving, day hiking and nature photography.

With all of these amenities located throughout Glacier Country, the process of inspiration, orientation and facilitation is well at hand. The key to **inspiration** lies within our stunning imagery that we include in all creative content from print ads to digital placements and social media outreach to our travel guide. We start by making an emotional connection with the potential visitor and then provide them with the tools they need to take that first step toward action and planning a trip to Western Montana's Glacier Country.

Inspiration

- Consumer advertising—print/digital
- Social media—facebook, pinterest, twitter, instagram, blog
- Travel shows
- Trade shows paired with our business to business (B2B) social media program

Glacier Country provides several ways to learn more about the region, making **orientation** intuitive by reaching people in the way they want to interact. We make it easy to fulfill their quest for knowledge through ordering a travel planner from a print ad offer, clicking a banner ad to take them to a landing page on the website specific to their interests or engaging in a social media conversation that appeals to their sense of community.

Orientation

- Iconic/expansive imagery
- Creative messaging
- Alignment with the Montana brand
- Call to action
- Contact information

We want **facilitation** to be easy and enjoyable. We have several hands-on ways for our visitors to plan their trip. The Glacier Country Travel Guide and website offer information on a wide variety of things to do, places to stay and ways to get here. Visitors can then drill-down with partner deals and contact information to plan their experiences one-on-one with experts on the ground here in Montana. For more comprehensive step-by-step guidance, Glacier Country has a call center staffed with trained professionals that are available via live chat, email or phone for visitor assistance.

Facilitation

- Website
- Call center
- Travel guide
- Partner travel deals

Optional: Include attachments here.

3. Who is your market?

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

GEOGRAPHIC TARGETS

- California
- Washington
- Illinois
- Oregon
- Minnesota

Regional Drive Target Markets (all area within 600 miles from Glacier Country)

- Spokane
- Idaho (specifically Idaho Falls and Boise)
- Alberta
- In-state

Other Target Markets

Additional areas as opportunities arise or markets emerge according to marketing analytics including international FIT (foreign independent travel). We will look deeply at all existing or new direct flight markets.

DEMOGRAPHIC TARGETS

- Individuals - mid-30s+, HHI \$50,000, active and affluent, take at least two vacations per year, may be traveling in groups of two or more
- Mature geo-traveler couples - 55+, HHI \$70,000, active and affluent, high-value low-impact couples, may be traveling as groups with other friends and/or extended family
- Families – multi-generational travelers, 1+ children, HHI \$75,000, active and affluent
 - *Note: build upon the national program, "Every Kid in the Park" to engage youth in Glacier National Park. Specifically, fourth graders will have free access to America's national park system during the 2015-2016 school year.*

PSYCHOGRAPHIC TARGETS

- Authentic experiences – shopping, dining, relaxing spa getaways, western offerings
- Outdoor recreation – hiking, camping, skiing, golfing, wildlife viewing, RVing
- Culture – history, galleries, museums, theaters, photography
- Adventure – risk-takers, independent, low-impact

OTHER TARGETS

- Repeat visitors to Montana
- Healthcare
- Higher education
- Reunions

b. What are your emerging markets?

- Texas
- International foreign independent travel
- Direct flight markets to and from our region
- Meetings and conventions
- Destination weddings

c. What research supports your target marketing?

- Montana Office of Tourism research
- Website analysis
- Call center activity
- Consumer marketing market analysis
- Institute for Tourism and Recreation Research
- Trade show feedback
- Meeting and convention follow up
- Professional association research
 - American Bus Association
 - Destination Marketing Association International
 - National Tour Association
 - Rocky Mountain International
 - U.S. Travel Association

Glacier Country tries to align our markets, when appropriate, with the key markets for the Montana Office of Tourism, as well as key markets for our convention and visitor bureaus and other public and private partners. We also reference the data collected from our call center and webpage. We have seen continued digital visitation and inquiry growth from California and Texas, as well as visitor demographics as supported by ITRR's quarterly visitor surveys.

Optional: Include attachment here.

4. Overall Goals

Glacier Country's primary marketing goals are:

- 1) Raise awareness of Glacier Country as a recognized tourism destination in identified markets and audiences.
- 2) Increase visitation among resident, non-resident, domestic and international travelers. This includes:
 - Attracting new travelers
 - Encouraging current travelers to visit more often
 - Encouraging current travelers to stay longer
 - Encouraging awareness of packaging opportunities
 - Soliciting meetings and conventions
 - Soliciting packaged travel markets (group tours)
 - Positioning ourselves as a resource for information
 - Working with the Montana Film Office to solicit film industry productions
- 3) Increase visitation year-round (especially shoulder and winter seasons).
- 4) Continue emphasis on cultural attractions found throughout Glacier Country, including our Indian nations, historic sites, museums, etc.
- 5) Continue to identify inquiries to convert them to visitors by capturing names for database marketing.
- 6) Continue marketing efforts that highlight Glacier Country's offerings, including amenities, cultural offerings, tribal history, historical aspects, natural resources, tourism attractions and our welcoming atmosphere.
- 7) Raise awareness and understanding of Glacier Country Regional Tourism Commission within the region through positive publicity and community outreach.
- 8) Cooperate with other tourism organizations such as Discover Kalispell, Destination Missoula and Explore Whitefish, chambers of commerce, TBIDs, art organization, Glacier-Waterton Visitors Association, Crown of the Continent Geotourism Council, Montana Office of Tourism, Montana Film Office, tribal partners, other tourism regions and neighboring states and provinces, as well as other organizations or private businesses that share mutual goals and objectives.
- 9) Provide supportive public education about Glacier National Park issues by cooperating with all tourism partners including Glacier National Park, Montana tourism regions, Montana Office of Tourism, convention and visitors bureaus, TBIDs and chambers of commerce, as well as local, regional, national and international media.
- 10) Continue targeted visitor appeals in Glacier Country's marketing strategy, specifically relating to the Montana Tourism Recreation Strategic Plan.
- 11) Incorporate Montana Office of Tourism's branding initiative into our various marketing projects.
- 12) Encourage visitors to share their experience through emerging technologies and tools such as social media.

Objectives (add hard numbers to these goals)

1. Increase overall consumer response by 2% over 2015
 1. 2% increase will require our overall consumer response reach goal at 1,294,542 or by an additional 25,000
2. Increase electronic response by 2% over 2015
 1. 2% increase will require our electronic response reach goal at 1,215,244 or by an additional 23,000
3. Increase social media reach by 10% over 2015
 1. 10% increase will require our response reach goal at 86,397,106 or by an additional 5,600,000
4. Increase use of responsive website by 4% over 2015
 1. 4% increase will require our webpage use reach goal at 1,183,772 or by an additional 45,000
5. Increase our consumer database by 2% over 2015
6. Increase our trade show database by 4% over 2015
7. Media stories to increase by 1% over 2015
 1. 1% increase will require our direct earned media reach goal at \$1,439,000 or by an additional \$15,000
8. Fund chamber/visitor information centers at up to \$4,000 per project from Memorial Day to Labor Day 2016 to better inform and encourage visitors to stay longer in Glacier Country
9. Increase consumer and group suggested itineraries by 2

Optional: Include attachments here.

5. Joint Venture Opportunities

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

We are open to joint venture efforts for leisure advertising, publicity, film, group tour and international FIT. We are currently working with MTOT on several projects and look forward to seeing what we can accomplish together in the coming year. We find the most effective joint ventures with Montana Office of Tourism are through publicity, international, group, meetings and conventions. In FY 2015, Glacier Country committed \$102,600 to projects with Montana Office of Tourism.

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

We are actively engaging in conversations with regions and CVBs to explore multiple ways to partner.

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

Glacier Country has participated heavily with our partners in cooperative ventures over the last several years.

FY 2013 = \$65,000 (actual)

FY 2014 = \$145,000 (actual including *The Bachelor* & RMI Mega FAM)

FY 2015 = \$102,600 (actual)

FY 2016 = \$100,000 (budget)

These amounts vary year to year based on what opportunities arise. For the most part we feel the joint ventures we have done in the past have been successful. We believe mixed media advertising is the key to a successful plan and we weigh each placement based on goals and expectations. In this day of rapidly changing marketing methods—especially in the digital era—we must do our best to make solid decisions and track accordingly.

We measure effectiveness based on:

- Return on investment
- Brand support
- Community/partner outreach and support

Optional: Include attachments here.

Include pie chart here.

FY16 GC Mktg Budget & Pie Chart.pdf

Marketing Segment, Strategy & Budget

Marketing Segment	Marketing Method	Does research support this method?	Describe your method.	Supporting research/statistics	Provide a brief rationale.	Plan to measure success?	Marketing Method Evaluation	Estimated budget for each method.	Non bed tax funds?	Add'l Atchmnts
Consumer	Print Advertising	Yes	Glacier Country fully supports the efforts of MTOT by promoting Montana as a travel destination. We use four-color, full page ad placement whenever possible. We follow the Montana Brand by using iconic imagery to tell our authentic story, as it relates specifically to Glacier Country and in co-op partnership with MTOT, other regions, CVBs and stakeholder organizations. Our strategy is guided by the geographic and demographic targets outlined in our narrative.	<ul style="list-style-type: none"> • Print advertising continues to be an important component in a successful marketing campaign. It reinforces the brand by giving the message prominence. It aligns perfectly with reader interests by adding the first layer to the strategy – from broad prospecting for leisure travel to niche targeting for special interests. • http://www.forbes.com/sites/thesba/2012/06/28/print-is-dead-not-so-fast/ • http://www.marketingprofs.com/articles/2014/24084/print-marketing-will-thrive-in-2014-and-beyond • http://beasleydirect-blog.com/2013/04/01/why-print-advertising-still-works-in-a-digital-age/ • http://membercenter.glaciermt.com/wp-content/uploads/2014/04/Connect_Magazine_Intimacy_of_Print.pdf • http://membercenter.glaciermt.com/wp-content/uploads/2014/04/skift-peak-experiential-traveler-report1.pdf 	Glacier Country thoughtfully approaches establishing geographic and demographic targets each year based upon previous success and research provided by MTOT and ITRR. To that end, we extensively research how to most effectively reach that target in a way that is meaningful and print placement remains a solid choice in our media mix.	Success will be measured in a variety of ways. If a publication offers reader service, we will report the number of inquiries associated with that print placement. We will also measure spikes in website traffic, call activity and travel guide requests and downloads associated with the timing of the print placement.		\$103,000.00	No	14-GCT-0105 FY15Print_YellowstoneJournal.pdf

Consumer	Online/Digital Advertising	Yes	We plan to target our primary and secondary markets using a mixed media approach with most consumer advertising dedicated to online advertising in major primary and secondary geographic, demographic and psychographic targeted websites as outlined in our narrative, including social media advertising. Online digital advertising is a highly targeted and efficient method to drive website traffic, inquiries and visitation. Each year we develop creative that is consistent yet appropriate for the audience we are targeting. New for FY 2016 is an additional focus looking at emerging blogs and niche travel content websites where their audiences have reached levels competitive with traditional tourism media sites.	<ul style="list-style-type: none"> http://www.imagnisbd.com/2014/03/06/the-importance-of-developing-segmentations-of-your-target-audience/ http://study.com/academy/lesson/market-segmentation-geographic-demographic-psychographic-more.html http://membercenter.glaciermt.com/wp-content/uploads/2014/04/2014-travelers-road-to-decision_research_studies.pdf http://membercenter.glaciermt.com/wp-content/uploads/2014/04/skift-peak-experiential-traveler-report1.pdf http://www.milespartnership.com/wp-content/uploads/2014/07/State-of-the-American-Traveler-FINAL-Web-version.pdf 	We strive to stay ahead of the digital curb in our digital media targeting using retargeting, as well as other measurement and acquisition tools to insure we are getting the most return on investment for our digital media budget.	We use a combination of analytics tools to provide us real time reporting on the host of campaigns across the web and react quickly to under-performing campaigns. We have continually delivered results above the .4% CTR target where most national campaigns of similar creative, budget and focus fall below a .1% CTR.	\$240,000.00	No	
Consumer	Electronic Adv - Newsletter, E-blast	Yes	Glacier Country will continue to send seasonal and niche newsletters. Content features activities, events and attractions throughout Glacier Country reflecting the area's personality. Design includes color photos and links to web sites and social media sites for additional information as well as special promotions and package offers. Our database consists of 400,000 active users. Our agency of record will work with the Glacier Country staff to solicit area information and determine content to be featured in each.	<ul style="list-style-type: none"> Every day, 91 percent of US consumers use email, according to consulting firm <i>McKinsey & Co.</i> Recent studies tell us that the tourism and hospitality landscape is rich with open rates of some 20-30%, and newsletters engagement rates of as much as 97%. Nearly two-thirds of consumers in the United States prefer to receive promotions via email. <i>Inbox Strategies: The State of E-Mail Marketing in the Travel Industry, Skift.com</i> The average value of an order gained via email is 17 percent higher than the average value of an order gained via social media according to <i>McKinsey & Co.</i> In 2012, one-fourth of online adults in the US valued email as a way to learn about new products and promotions, up from 17 percent in 2010, according to Forrester. The ROI for email marketing is two times higher than the ROI for cold calling, networking and trade shows according to the <i>MarketingSherpa</i>, a marketing research institute. Nearly 45 percent of all marketing emails are opened on mobile devices, according to <i>McKinsey & Co.</i> "Yet many marketers fail to optimize landing pages for the platform," the firm says. In 2013, the number of mobile email users around the world totaled 897 million, according to <i>Radicati</i>. That figure is expected to soar to 1.78 billion in 2017, <i>Radicati</i> predicts. http://membercenter.glaciermt.com/wp-content/uploads/2014/04/Skift-Boxever-The_Future-of-Personalized-Marketing.pdf 	We have had tremendous success over the years maintaining a relationship with those who have requested travel information and assistance. We have experienced open rates between 5% and 20% during the marketing year. Our lower open rates are typically associated with full list blasts without targeting but generates over 20,000 opens in a typical blast. In the past year we have increased the recipient list from 140,000 to over 400,000 for each blast and strive to continually increase this with new names of travelers planning a trip to Western Montana.	Glacier Country will continue to work to optimize our email strategy for mobile and tablet devices and across a multitude of platforms and browsers. We will continue to measure the effectiveness of this marketing segment by monitoring open rates, click thru rates and time spent on website from traffic driven from the messaging creatives. The email list compilation and maintenance is also coming in handy for facebook marketing where the list is important with facebook targeting - it has been tested with positive early results in terms of conversion to the website and call center.	\$30,000.00	No	Glacier Country Enewsletter Sample.pdf
Consumer	Travel/Trade Shows	Yes	Glacier Country prioritizes travel shows that match our geographic and demographic targets. Whenever possible, we partner with MTOT, other regions and CVBs to maximize our budget efficiencies and increase the Montana presence. We produce highly visual, four-color banners and travel booth panels that are on-brand (Glacier Country fully integrates the Montana brand.) We negotiate for added-value whenever possible, including literature distribution, presence in show promotion, etc. In the past several years, we have had significant increase in lead generation by offering a strong call to action in the form of a vacation giveaway.	<ul style="list-style-type: none"> In addition to our own conclusions from past successes, Glacier Country relies on MTOT and ITRR research and statistics identifying emerging markets. The last four years, Glacier Country has partnered with Warren Miller Entertainment sponsoring targeted premieres of their annual movie. Part of the sponsorship attendance at the show that proceeds each movie and during the intermission. The last three years, in order to add authenticity to the experience, we have an employee of our DMO attend the show allowing for us to add the authenticity of the conversation. Each person who works the show reports on how much more engaged the booth visitor is when they say they are from Montana and can speak to the experiences we are promoting. http://membercenter.glaciermt.com/wp-content/uploads/2014/04/skift-peak-experiential-traveler-report1.pdf 	There are numerous travel options for visitors both domestically and internationally. A strong Montana presence is necessary to bring all our state has to offer to the forefront of the decision making process. Travel shows offer a unique one-on-one engagement with a potential visitor, building trust and brand loyalty.	Travel show success is measured in a number of ways. We calculate the number of attendees that are exposed to our booth and the Montana message. We tally the number of travel guides distributed and giveaway entries collected. We also monitor unique website visits, phone call inquiries and general interest in our destination.	\$10,000.00	No	
Consumer	Sweepstakes	Yes	Over the past several years we have experimented with various types of call-to-action incentives in our promotions. Giveaway incentives from free travel guides to substantial vacation packages continue to work extremely well. The call-to-action for the giveaway is promoted via all our marketing mediums including social media, online and print.	<ul style="list-style-type: none"> Yahoo Small Business says call-to-actions (CTAs) are critical for achieving any results online, because traffic, subscribers and followers don't do you any good until they become leads and eventually customers. That's why calls-to-action can be used in more places than just your website. They should also be employed in your blog, social media, email blasts, guest articles, sponsored content editorial and anywhere else you publish or market online. http://membercenter.glaciermt.com/wp-content/uploads/2014/04/skift-peak-experiential-traveler-report1.pdf 	Over the past several years we have experimented with various types of call-to-action incentives in our promotions. The type and value of the giveaway incentives varies each year. Depending on the marketing channel, the response does vary. Online, all tend to perform well as compared to no call-to-action. At travel shows, larger, more extravagant giveaways work far better than smaller ones.	We track ad statistics and giveaway entries for each giveaway.	\$3,000.00	Yes	
Consumer	Webpage Marketing/SEO/SEM	Yes	We continue to compliment the design of our primary and mobile websites promoting Glacier Country online with marketing strategies that include search engine optimization, search engine marketing submission, copywriting that encourages site visitors to take action and integrates key words used for SEO, SEM, web site design strategies, online promotions, reciprocal	<ul style="list-style-type: none"> Digital greatly influences travel planning from the very first stages of the consumer journey, with 65% of leisure travelers researching online before they even decide where or how to go. <i>The 2014 Traveler's Road to Decision</i>, Google Search engines are among the most popular online planning sources for travelers, particularly among leisure travelers. <i>The 2014 Traveler's Road to Decision</i>, Google Glacier Country concentrates on providing creative and unique content. This is in the form writing the editorial of our site with key word combinations in mind as well 	Webpage marketing is more than buying keywords or studying hot search trends but also careful organic testing and researching of how best to layout the content within the website for the organization to best serve the needs of customers and help customers find that great content quickly while searching.	We have analyzed our own analytics and traveler data and looked to find strategic content that places well organically and leads to a high conversion of searches to website visitors for glaciermt.com. We are constantly challenging our team to research	\$87,000.00	No	GC webpage marketing strategy inclusions.pdf

Group Marketing	Print Advertising	Yes	<p>We have spent a significant amount of time developing a business to business (B2B) strategy this year. Most of this effort consists of social media but we are committed to a mixed media approach using various forms of promotion in conjunction with other tourism partners. This current year we have a full page in the meeting and convention publication, <i>Meetings Focus</i>. This is part of an overall program we are doing with them that includes our meeting planner FAM, online video, print ad and editorial content featuring Glacier Country both in their publication as well as their cover. We plan to continue to build upon these successful efforts to find an effective and efficient plan to promote our group opportunities.</p>	<ul style="list-style-type: none"> Print advertising continues to be an important component in a successful marketing campaign. It reinforces the brand by giving the message prominence. It aligns perfectly with reader interests by adding the first layer to the strategy – from broad prospecting for leisure travel to niche targeting for special interests. http://www.forbes.com/sites/thesba/2012/06/28/print-is-dead-not-so-fast/ http://www.marketingprofs.com/articles/2014/24084/print-marketing-will-thrive-in-2014-and-beyond http://beasleydirect-blog.com/2013/04/01/why-print-advertising-still-works-in-a-digital-age/ http://membercenter.glaciermt.com/wp-content/uploads/2014/04/Connect_Magazine_Intimacy_of_Print.pdf 	<p>Glacier Country's advisory group feels it is a good idea to support our current efforts with a promotion plan. While in the middle of our first effort with print for meetings and conventions, we are hopeful it is productive and will help us develop our future efforts.</p>	<p>We will measure our success with print media via reader service and online or voice call requests for information. While a bit tougher to track with hard data, we feel it is a strong component to our overall advertising strategy.</p>		\$5,000.00	No	
Marketing Support	Administration	No	<p>Glacier Country allocates the entire 20% allowed by statute. We use this to pay all wages, benefits and taxes for three positions: Executive Director, Office Manager, Special Projects Coordinator. We also use this to pay benefits and taxes for our two marketing positions: PR/Communication Manager and Tourism Sales Manager. New in 2016 will be the addition of Marketing Assistant but this position will be paid mostly from our private budget. This job description is currently being drafted so it is not available for attachment.</p> <p>Administrative funds are also used to pay for all office overhead such as rent, telephone, office equipment and supplies. All travel expenses not directly related to a marketing project are also paid for from this budget. Organizational expenses such as insurance and accounting are included. I have attached a FY 2015 Administrative P&L to date for your reference.</p>					\$280,000.00	Yes	ADMIN Details Attachment.pdf
Marketing Support	TAC/Governor's Conference meetings	No						\$2,000.00	Yes	
Marketing Support	Professional Development	No	<p>Professional development is extremely important for several reasons. First and foremost, it adds to an individual's personal fulfillment, sense of value to the organization, job satisfaction and keeps employee turnover to a minimum. Secondly, but certainly an equally important factor, ongoing professional development keeps individuals and organizations abreast of cutting edge trends to keep us competitive and to increase the effectiveness of our efforts. When we can, we try to make sure all employees participate in at least one training pertinent to the industry and/or position.</p>		<p>Non for profit tourism promotion organizations are not where someone works for personal financial reward but it is for professionals who desire an interesting industry and are keener on experience, cultural exchanges, diversity and learning. If a small investment in professional training can add to a person's job satisfaction then it is well worth the cost.</p>	<p>Success on our marketing efforts, positive work environment, low employee turn-over and sense of industry pride translates to successful professional development.</p>		\$15,000.00	Yes	
Marketing Support	DMAI	No	<p>Glacier Country is a member of Destination Marketing Association International (DMAI) and has been working towards becoming certified as a Destination Marketing Organization (DMO). CDME professional development and accreditation will enhance Glacier Country's ability to market Western Montana to groups who only consider accredited DMO's when planning events. It will also keep Glacier Country abreast of cutting edge tourism marketing trends to keep us competitive and to increase the effectiveness of our marketing efforts.</p>	<p>The CDME program is designed to better prepare senior DMO executives and managers for increasing change and competition and to become more effective organizational and community leaders. The program focuses on vision, leadership, productivity and strengthening business expertise. Since beginning this training, Glacier Country has implemented much of what has been learned and we feel our organization is in a much better position to help elevate the industry and its standards in the state of Montana.</p>	<p>The CDME program is designed to better prepare senior DMO executives and managers for increasing change and competition and to become more effective organizational and community leaders. The program focuses on vision, leadership, productivity and strengthening business expertise. Since beginning this training, Glacier Country has implemented much of what has been learned and we feel our organization is in a much better position to help elevate the industry and its standards in the state of Montana.</p>	<p>Glacier Country plans to continue with the training and organizational accreditation of this process becoming one of the only accredited DMO's in Montana. The goal moving forward is to garner more interest from other DMO's in Montana to participate in this program.</p>		\$5,000.00	Yes	
Marketing Support	VIC Funding/Staffing/Signage	Yes	<p>Glacier Country started its Visitor Information Center (VIC) Staffing and Distribution Assistance Program in FY 1994. The program was designed to aid smaller chambers or organizations that are not directly funded by the Montana Accommodations Tax and are in need of financial support in order to staff their visitor center properly and/or find it impossible to fulfill the</p>	<ul style="list-style-type: none"> VIC Funding: The nine VICs we funded last year assisted 33,100 travelers as compared to the previous year of 31,789 versus the previous year. This is a 14% increase over the previous summer and we had only nine VICs versus ten the prior year. http://scholarworks.umt.edu/cgi/viewcontent.cgi?article=1094&context=itrr_pubs Airport Signage: http://membercenter.glaciermt.com/wp-content/uploads/2014/04/Brand-Research.pdf http://membercenter.glaciermt.com 	<p>VIC Funding: We feel this program is very much an outreach program to support our rural tourism community partners, we continue to see enthusiastic appreciation for and a near capacity use of the funds. The numbers of overall visitors using these personal assistance services are increasing which does nothing but strengthen our intent to</p>	<p>Each funded VIC evaluates the year and compares with the two previous years in their completion report due in our office in September. Our VIC committee evaluates the reports and applications.</p> <p>Our airport signage program is a</p>		\$35,500.00	No	2014 VIC Visitation Report.pdf

			<p>increase in inquiries received for information on their area. The program runs from Memorial Day to Labor Day. Our FY 16 funding program will provide assistance (up to \$4,000/VIC for staffing and up to \$500/organization for postage assistance) for qualifying organizations.</p> <p>The Missoula County Airport Authority and Glacier Park International Airport offer Glacier Country an opportunity to capture the audience of business and personal travelers in an uncluttered atmosphere as they disembark from their flights. Both airports provide signage where all baggage is retrieved. These two airports combined had over half a million travelers deplane. That is a significant number of travelers we have exposure to allowing us to brand our region and advertise our in-transit traveler services helping to welcome them to Western Montana's Glacier Country.</p>	<p>/wp-content/uploads/2014/04/Skift-n-Adobe-Trend-Report-Travel-Brands-in-a-Multi-Screen-World.pdf</p>	<p>continue this program year to year.</p> <p>Airport Signage: In-transit messaging increasingly is becoming important to travelers. While many have determined their primary plans such as where they are staying and potentially what general activities they will do, filler-type details like where to eat, nightlife and what the locals like to do are determined in-route. Our visitor services, always noted in our signage and ads, quickly provide the traveler valuable resources to use should they desire to do so.</p>	<p>combined effort focused on branding and visitor services so quantifiable methods of measuring success are difficult to determine.</p>				
Marketing Support	Superhost	Yes	<p>Glacier Country continues to support Montana Office of Tourism's Superhost (a.k.a. 406 Hospitality) – a statewide tourism and hospitality training program.</p>	<ul style="list-style-type: none"> http://www.pweb.com/releases/customer-service/prweb10190950.htm http://hbr.org/2010/07/stop-trying-to-delight-your-customers/rf1 http://membercenter.glaciermt.com/wp-content/uploads/2014/04/Skift14Trends2014.pdf 	<p>Customer service training provides valuable tools and skills helping provide positive experiences.</p>	<p>We have over 12 sessions currently scheduled in our region with our funding helping to offset the cost of these to those who wish to attend.</p> <p>Our overall plan to measure success is the continual growth and success of this program and the number communities who host it and people who participate.</p>	\$5,000.00	No	Superhost FY 2014 Final Report.pdf	
Marketing Support	Ad Agency Services	Yes	<p>Glacier Country's agencies of record work closely with us on many facets of our marketing plan from strategy and implementation to tracking and analysis. Their staff works thoroughly with Glacier Country staff, board of directors, partnering organizations and agencies to analyze current problems and opportunities as well as our past efforts and their effectiveness.</p>	<ul style="list-style-type: none"> http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Marketing-Strategy-Article.pdf http://membercenter.glaciermt.com/wp-content/uploads/2014/04/Skift14Trends2014.pdf 	<p>Good marketing support from professionals who live and breathe various components of marketing, development, implementation and evaluation helps us design an effective marketing plan and develop a creative and effective message ensuring maximum efficiency in the project planning and evaluation.</p>	<p>Success on our campaigns and marketing efforts translates to successful planning support.</p>	\$110,000.00	Yes		
Marketing Support	Opportunity Marketing							\$2,000.00	No	
Marketing Support	Joint Ventures							\$100,000.00	No	
Marketing Support	Fulfillment/Telemarketing	Yes	<p>A strong promotion plan must be supported by a well-rounded and professional telemarketing and fulfillment strategy. Our advertising and promotion efforts are meant to inspire/orient and our telemarketing fulfillment strategy is meant to orient and help facilitate a visitor's vacation. It must be readily available, visually appealing, authentic and full of valuable, accurate information. Our strategy consists of a web-enabled call center manned by travel counsel experts who live in Western Montana, an easy to find and navigation friendly website and a print travel guide with an online tablet friendly version as well. The print guide is used to fulfill inquiries and is distributed across Montana and Alberta via a contract service. We work very hard to tie all our efforts together in a cohesive manner.</p>	<ul style="list-style-type: none"> Print usage in travel planning has risen close to 50% of American leisure travelers and the use of DMO print visitor guides has risen to just over 20%. While this rise may not signal any longer term trend there is clearly no evidence of a long term decline in print or DMO guide usage. According to the <i>State of the American Traveler</i>, an independent research report by Miles Partnership, print has consistently shown strength and even slow growth in print usage over the last five years. Despite 72%+ of Millennials using smartphones in trip planning (vs. only 26% of Baby Boomers) they are just as likely to use print overall, almost as likely as Baby Boomers to order an official print guide and more likely to visit a DMO website. Multimedia—instead, "Masses of Media"—is critical for reaching and engaging with younger US travelers. <i>State of the American Traveler</i>, Miles Partnership The importance of live travel counseling continues to be relevant. All generational targets are still using DMO live assistance at a healthy pace. <ul style="list-style-type: none"> 19.2% of Millennials 18.4% of Generation X 22.0% of Baby Boomers http://www.milespartnership.com/library/the-state-of-the-american-traveler-july-2014 http://www.milespartnership.com/wp-content/uploads/2014/07/State-of-the-American-Traveler-FINAL-Web-version.pdf Glacier Country's own surveying has shown over 60% of inquiries via telephone and email to the call center do visit the region within 18 months. http://www.destinationmarketing.org/blog/new-research-reveals-official-visitor-guides-valuable-also-deliver-high-value-visitors 	<p>The call center handles all inquiries including trade show leads, electronic inquiries, print reader service, regular mail, email and instant messaging. The web-enabled call center also provides various electronic fulfillment pieces to supplement the travel guide for our internet based customers. The database is used to eliminate duplicate orders and provide a comprehensive, targeted database to power direct mail, email and relationship marketing. The call center and our contract guide distribution service work together to ensure maximum efficiency and effectiveness of distribution. They dispense consumer travel guides in a timely manner and maintains inventory control of the guides.</p>	<p>Success of this phase of our overall plan is ultimately measured when the tools we provide are utilized and the visitor begins to make reservations for their Western Montana vacation.</p> <p>In FY 2014, our call center managed just shy of 140,000 telephone, mail, reader service, email, instant message chat and digital inquiries (7%). Our webpages had over 1,100,000 unique visitors (+9). We also distributed 150,000 print travel guides and had over 53,000 interactive guide visits. While inquiries decrease, our online interaction continues to increase. We have seen no decrease in demand for our print guide – even seeing our inventory completely depleted a month or two prior to the new guide arriving. We are also starting to see a significant increase in our tablet friendly guide. In FY 15, the unique views have increased 21%.</p>	\$153,000.00	No	2014-2015 Call Center-Webpage Report as of April 2015.pdf	
Marketing Support	Research	Yes	<p>We plan to use several sources of research to aid us to plan and strategize our promotion efforts. We</p>	<ul style="list-style-type: none"> http://www.wtcc.org/research/ http://membercenter.glaciermt.com/wp-content/uploads/2014/04/2014-travelers-road-to- 	<p>Research always plays a major role in what we do whether it assures our planning efforts are on</p>	<p>Our accomplishment depends on the success of the</p>	\$10,000.00	Yes		

			<p>measure and analyze data from our past and current efforts as well as look to professional individuals and organizations such as Montana Institute for Tourism and Recreation Research, Association International, American Marketing Association, Skift, Google and others.</p> <p>To support the often tenuous task of researching and qualifying our travel media, we use Cision. Cision is a media database that helps us find the right journalist or outlet and their preferred contact method all in one search thus providing us information to target travel and tourism influencers. This valuable service is a "who's who" of today's top influencers and allows enables us to align our pitch with a media outlet's editorial calendar.</p>	<p>decision_research_studies.pdf</p> <ul style="list-style-type: none"> • http://membercenter.glaciermt.com/wp-content/uploads/2014/04/Skift14Trends2014.pdf 	<p>target or if it is in analyzing how our efforts are performing. Making sure we have the right data, statistics, personnel/consultants and tools is key to Glacier Country's overall success.</p>	<p>tourism industry in Montana as a whole and solid research, statistics and reports methods help us stay on track.</p> <p>Cision is valuable research to find media information and target our pitches thus assisting us to make well educated decisions on media efforts.</p>				
Marketing Support	Printed Material	Yes	<p>Glacier Country produces various print collateral materials such as an 8.5" x 11" four color one-sheet that highlights information within our brand pillars. These pieces provide necessary information for group tour operators and meetings and conventions planners to make the decision to bring their groups to Montana. We also produce other print collateral as necessary, all four color and fully integrating the Montana brand.</p> <p>Print material is useful in many ways; it is physical, it hangs around, it adds legitimacy, it is a great conversation starter, it reaches those who aren't internet savvy (or even connected in any meaningful way) and it drives business.</p>	<ul style="list-style-type: none"> • Our inspiration/orientation/facilitation model lends credence to the importance of trust and relationship building in converting travel interest to bookings. Providing beautifully produced printed collateral helps maintain a professional presence and position Glacier Country as the premier Montana destination. • http://monitor.icef.com/2013/10/integrating-print-collateral-with-online-marketing/ • http://membercenter.glaciermt.com/wp-content/uploads/2014/04/Connect_Magazine_Intimacy_of_Print.pdf 	<p>As part of our inspiration and orientation to increase group/International /meetings and conventions travel, print collateral provides breathtaking, iconic imagery and information needed to plan a trip.</p> <p>Producing a low cost yet effective piece that compliments other efforts is extremely effective.</p> <p>We measure this by the number of copies distributed and overall effectiveness of the campaign or effort it was created to support.</p>	<p>We will gauge the number of one-sheets and collateral pieces distributed at various events throughout the fiscal year. While we don't have hard data in regard to bookings, our accommodation properties share their occupancy rates, which directly corresponds to our outreach efforts.</p>	\$2,000.00	No	14-GCT-0107 TourOpOneSheet_FIT_Print.pdf	
Marketing Support	Partner Support	Yes	<p>As a continuation of cooperation and collaboration with our bed tax and TBID funded partners, we plan to participate and offer assistance via partner programs. Continuing to foster strong partnerships and find new ways to collaborate on efforts is not only outlined in the Montana Strategic Plan for Tourism and Recreation but is part of Glacier Country's mission statement.</p>	<p>The economic value of a single RFP being awarded to one of our participating partners far exceeds the extremely low amount invested in this program.</p>	<p>Over the past couple years we have had a cooperative program (only available to the CVBs and TBIDs in our region) which provides up to half of the yearly subscription cost of the online group RFP service. This service is essentially a database of thousands of meetings and events coordinated by organizations/businesses who book them in different locations not only domestically but internationally. DMOs can mine the database for events matching their product and allow them to view and submit RFPs to host the events.</p>	<p>Participating partners will supply a yearly report of how they have used the system(s) to include the number of bids they have received or submitted and also any business booked as a result.</p>	\$5,000.00	No		
Marketing Support	Promotional Items	Yes	<p>Glacier Country plans to purchase custom promotional items we can hand out to our trade operators and press at group and FIT shows as well as some leisure shows. All items will be appropriate for the audience and be something useful and/or of desire enough that it will be kept and used.</p>	<ul style="list-style-type: none"> • http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Brand-Awareness-Article.pdf • http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Customer-Relations-Article.pdf 	<p>Promotional items if done properly can be extremely effective in building brand awareness and building relationships. We put a great deal of thought into the items we select. Is it useful? Is it on brand? Is it audience appropriate? Is the price appropriate? Is it of quality? Is it something that will not end up in the garbage or junk drawer at home?</p>	<p>Outside of monitoring how many items we distribute, where "true" success comes into play is having someone mention how much they like it and seeing someone still using it or wearing it. Items that are creative and unique represent Glacier Country Montana – authentic and memorable.</p>	\$7,500.00	No		

<p>Marketing Support</p>	<p>Website/Internet Development/Updates</p>	<p>Yes</p>	<p>The strategy of Glacier Country's internet development program is to grow traffic to the website by finding new visitors as well as giving past visitors a reason to come back and visit the site periodically for new and interesting vacation ideas. Our agencies work together to make sure Glacier Country's website matches our print and other electronic media as well as creates an appealing place for web visitors looking for a Montana vacation. This is achieved through consistent rotation of copy and photography to reflect the many experiences visitors can have in Glacier Country. The website needs updating regularly to reflect the latest events, additions of new content and general updates to keep up with the latest technologies and marketing mediums. Our webpage is a constantly evolving tool.</p> <p>Glacier Country will continue to focus daily on the core Glaciermt.com website in terms of content updates, content expansion, photography, security updates and a host of tasks to maintain fresh and engaging content and access to visitors. In addition, we continue to expand digital page and content focus to reach our niche markets. As part of our overall integrated webpage strategy, we continue to build out new niche content sections for group segments and new projects our new B2B blog and social media integration.</p> <p>Mobile continues to be a huge focus with the additional time needed for responsive technologies across current and emerging smart devices such as phones, tablets, video gaming devices, smart televisions, smart watches and anything else that pops up during the year that is used by our visitors to acquire our content.</p> <p>Our top pages for visitors consistently focus on activities with Things To Do a top page almost each month of the year. Unique content such as our Going-to-the-Sun Road widget, campgrounds, camping and scenic byways pages have all delivered healthy traffic growth as trend through the current marketing year.</p> <p>This budget provides for production, maintenance and enhancement of Glacier Country's primary, mobile and microsites.</p>	<ul style="list-style-type: none"> • http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Website-Article.pdf • http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Blogs-Article.pdf • http://membercenter.glaciermt.com/wp-content/uploads/2014/04/2014-travelers-road-to-decision_research_studies.pdf • http://membercenter.glaciermt.com/wp-content/uploads/2014/04/The-Rise-of-the-Silent-T...pdf • http://membercenter.glaciermt.com/wp-content/uploads/2014/04/skift-peak-experiential-traveler-report1.pdf • According to http://www.milespartnership.com/wp-content/uploads/2014/07/State-of-the-American-Traveler-FINAL-Web-version.pdf. • Destination Marketing Organization Website Usage <ul style="list-style-type: none"> ○ Millennials 34.7% ○ Generation X 31.1% ○ Baby Boomers 30.1% • Accessing Traveling Planning Information <ul style="list-style-type: none"> ○ Millennials 50% ○ Generation X 34% ○ Baby Boomers 19% 	<p>It is imperative we provide thoughtful, intuitive navigation systems for people to move about our site in finding information to help them plan their vacation. We believe our overall efforts are directing more and more traffic to glaciermt.com, its microsites and branded content sites resulting in more inquiries and more visitors to Western Montana. Glacier Country's site provides a wide variety of products, trips and lodging options. It is our goal to continue to make it current, intuitive, logical and consistent.</p>	<p>In FY 2014, www.glaciermt.com received 1,100,000 unique visits and we are seeing a 3% increase in FY 2015. We continue to add tools that not only allow but encourage content primarily published by users, not direct employees or partners of Glacier Country. We continually monitor traffic and evaluate weekly our efforts adjusting as needed to maximize effectiveness and efficiency.</p>	<p>\$80,000.00</p>	<p>Yes</p>	<p>2014-2015 Call Center-Webpage Report as of April 2015.pdf</p>
<p>Marketing Support</p>	<p>Digital Asset Management/Aquisition</p>	<p>Yes</p>	<p>Glacier Country continues to use professional photographers to capture seasonal images allowing us to promote our area visually. The images represent Glacier Country through stunning photography with an emphasis on 'people in place'. Over the years, we have acquired a great deal of professional video footage via value added opportunities with videofilm projects we have assisted with.</p> <p>Our photo acquisition strategy is to either contract for custom images via photo shoot(s) with a professional photographer/videographers where Glacier Country owns the rights to the images or to acquire rights-managed images already obtained by these professionals. When possible we will obtain permanent or long-term unlimited usage rights for images.</p> <p>We had planned to explore our strategic options for digital asset management last year but plan to do so in the next year. As the number of digital assets and services we employ continue to grow and diversify, our need to have a flexible and multi-faceted tool to store, manage photo and video rights and organize these images increasingly becomes more challenging. We require a service that helps our public relations and marketing</p>	<ul style="list-style-type: none"> • http://www.emeraldinsight.com/journals.htm?articleid=1937277 • http://membercenter.glaciermt.com/wp-content/uploads/2014/04/skift-peak-experiential-traveler-report1.pdf • http://membercenter.glaciermt.com/wp-content/uploads/2014/04/The-Rise-of-Destination...pdf • http://membercenter.glaciermt.com/wp-content/uploads/2014/04/Online-Video-Strategies...pdf 	<p>Our current asset management system allows us to catalogue and search with keywords and thumbnail previews. Each asset with its caption information can be delivered in multiple formats so the right file, in the right format, is instantly available for internal and external use. To date, we have approximately 4,000 accessible assets with several hundred more to be uploaded and categorized. The online photo management tool, CleanPix, has met all these needs and more the last several years. We consider this service to highly effective and plan to continue to use it but in order to ensure we are using the most effective and efficient tool for managing our digital assets, we plan to explore and potentially move forward with another option should it meet our long term overall needs and be more cost efficient.</p>	<p>New imagery allows us to present a fresh look for the region resulting in long-term cost savings. It is also important for us to continue our effort to be on brand with Montana's overall branding effort using not just good photography but great photography to tell our story.</p>	<p>\$56,000.00</p>	<p>No</p>	

			<p>efforts to organize, store and deliver all our marketing collateral or media assets, such as pictures, logos and videos. It needs to be easy to use, immediately accessible and effective.</p> <p>While we move forward building a robust digital asset library and management system, we find it is time to have all our video formally and professionally catalogued thus allowing us to access our video making it easier for us to create interactive media to help visitors become inspired and orient themselves to Western Montana's Glacier Country.</p>						
Publicity	Marketing/Publicity Personnel	Yes	<p>Glacier Country has a PR/Communication Manager who develops, manages and monitors our publicity, communication and social media projects and programs. We see great improvement in our publicity and social media efforts each year with strong growth in all areas. We plan to continue our current efforts as outlined while also setting aside some resources allowing us to be flexible and responsive. See attached job description.</p>	<ul style="list-style-type: none"> http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Public-Relations-Article.pdf http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Customer-Relations-Article.pdf http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Demand-Generation-Article.pdf http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Social-Media-Monitoring-Article.pdf http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Social-Media-Article.pdf http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Viral-Marketing-Article.pdf http://membercenter.glaciermt.com/wp-content/uploads/2014/04/Skift14Trends2014.pdf http://membercenter.glaciermt.com/wp-content/uploads/2014/04/Skift_Social-Media-Tourism-Symposium-2014.pdf http://membercenter.glaciermt.com/wp-content/uploads/2014/04/tourismsocialmedia-comm427.pdf http://membercenter.glaciermt.com/wp-content/uploads/2014/04/Social-Media-Customer-Se...pdf http://membercenter.glaciermt.com/wp-content/uploads/2014/04/skift-peak-experiential-traveler-report1.pdf 	<p>Many of our programs work together to support each other. In the example of advertorials, our publicity manager works with our agency of record to provide content that complements the ad placement in a particular magazine. We also field media and consumer requests through our social media channels, specifically facebook, instagram and twitter.</p>	<p>Ultimately a successful publicity program comes down to earned media, circulation within that media, consistency and quality of voice and tone, strong messaging and strong relationships with media. In FY 2014, Glacier Country had a regular earned media of \$1,439,707 with a circulation of 175,428,592. All media we report are efforts our organization had direct contact with.</p>	\$55,000.00	No	PR-Communication Mgr Description - June 2013.pdf
Publicity	PressTrips	Yes	<p>Glacier Country will continue to work with members of the media to tell the many stories of Western Montana. This will be done through proactive and reactive press visits to our region to provide these storytellers with a first-hand experience of what Montana has to offer. We will host group visits, as well as individual media visits.</p>	<ul style="list-style-type: none"> http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Public-Relations-Article.pdf http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Demand-Generation-Article.pdf http://membercenter.glaciermt.com/wp-content/uploads/2014/04/skift-peak-experiential-traveler-report1.pdf 	<p>Ultimately a successful publicity program comes down to earned media, circulation within that media, consistency and quality of voice and tone, strong messaging and strong relationships with media.</p>	<p>In addition to consumer focused outlets, we also work with book authors and trade publications. We find having a strong publicity program strengthens our marketing effort and brings exceptional value and return on investment for overall promotion program.</p>	\$60,000.00	No	FINAL Earned Media_FY1314.pdf
Publicity	Press Promotions/Media Outreach	Yes	<p>Media relationships are an important part of telling our Montana story. Through media blitzes and press outreach, we are able to have face-to-face meetings with members of the media in specific markets.</p>	<ul style="list-style-type: none"> http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Public-Relations-Article.pdf http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Demand-Generation-Article.pdf http://membercenter.glaciermt.com/wp-content/uploads/2014/04/skift-peak-experiential-traveler-report1.pdf 	<p>This year, we plan to, again, hosting media outreach trips that will allow us to bring Montana to various target markets and ensure members of the media in those markets are armed with accurate information on Western Montana. This past year we hosted three media events – Chicago, Seattle and Portland. The media participation at these events was extremely successful and we have built solid media interest in Western Montana from each one.</p>	<p>Ultimately a successful publicity program comes down to earned media, consistency and quality of voice and tone, strong messaging and strong relationships with media. We track our efforts via our earned media report that tracks all editorial exposure by month, event/activity it was attributed to, the earned ad value and circulation.</p>	\$6,000.00	Yes	
Publicity	Crisis Management	Yes	<p>For the past several years, Glacier Country has had a crisis management in place to ensure we are ready to share a clear, concise and accurate message with our visitors. We will continue to have an updated crisis plan that can be implemented if and when necessary.</p>	<ul style="list-style-type: none"> http://www.mmipublicrelations.com/white/paper/crisis-management-a-white-paper/ 	<p>Being prepared for harmful situations is imperative. It is important to map out potential negative scenarios and have a PR plan for each one. We have an identified crisis management team and plan that can handle these situations.</p>	<p>If having an actionable strategy can help mitigate the negative overall travel experience of a visitor then we have been successful.</p>	\$1,000.00	No	
							\$1,588,000.00		

Marketing Method Budget

Marketing Segment	Marketing Method	Bed tax funded budget	Non bed tax funded budget
Consumer	Print Advertising	\$103,000.00	\$0.00
Consumer	Online/Digital Advertising	\$240,000.00	\$0.00
Consumer	Electronic Adv - Newsletter, E-blast	\$30,000.00	\$0.00
Consumer	Travel/Trade Shows	\$10,000.00	\$0.00
Consumer	Webpage Marketing/SEO/SEM	\$87,000.00	\$0.00
Consumer	Sweepstakes	\$3,000.00	\$3,000.00
		\$473,000.00	\$3,000.00
Group Marketing	Group Marketing Personnel	\$48,000.00	\$0.00
Group Marketing	Travel/Trade Shows	\$42,000.00	\$0.00

Group Marketing	Fam Trips	\$20,000.00	\$0.00
Group Marketing	Online/Digital Advertising	\$10,000.00	\$0.00
Group Marketing	Print Advertising	\$5,000.00	\$0.00
		\$125,000.00	\$0.00
Marketing Support	Administration	\$280,000.00	\$50,000.00
Marketing Support	TAC/Governor's Conference meetings	\$2,000.00	\$100.00
Marketing Support	Professional Development	\$15,000.00	\$200.00
Marketing Support	DMAI	\$5,000.00	\$200.00
Marketing Support	VIC Funding/Staffing/Signage	\$35,500.00	\$0.00
Marketing Support	Superhost	\$5,000.00	\$0.00
Marketing Support	Marketing Plan Development	\$110,000.00	\$10,000.00
Marketing Support	Opportunity Marketing	\$2,000.00	\$0.00
Marketing Support	Joint Ventures	\$100,000.00	\$0.00
Marketing Support	Fulfillment/Telemarketing	\$153,000.00	\$0.00
Marketing Support	Research	\$10,000.00	\$3,000.00
Marketing Support	Printed Material	\$2,000.00	\$0.00
Marketing Support	Partner Support	\$5,000.00	\$0.00
Marketing Support	Website/Internet Development/Updates	\$80,000.00	\$24,000.00
Marketing Support	Digital Asset Management/Aquisition	\$56,000.00	\$0.00
Marketing Support	Promotional Items	\$7,500.00	\$0.00
		\$868,000.00	\$87,500.00
Publicity	Marketing/Publicity Personnel	\$55,000.00	\$0.00
Publicity	PressTrips	\$60,000.00	\$0.00
Publicity	Press Promotions/Media Outreach	\$6,000.00	\$500.00
Publicity	Crisis Management	\$1,000.00	\$0.00
		\$122,000.00	\$500.00
		\$1,588,000.00	\$91,000.00

Miscellaneous Attachments

File Name	Description	File Size
ITRR 2013 Non-resident Expenditures-GC.pdf (163 KB)	ITRR 2013 Non-resident Expenditures for Glacier Country	163 KB
ITRR Visitor Characteristic Report 2014-GC.pdf (669 KB)	ITRR Visitor Characteristic Report 2014 for Glacier Country	669 KB
MASTER FY15 Media Plan DIGITAL (10-14-2014).pdf (43 KB)	FY 2015 Consumer Online Digital Media Plan including Joint Ventures - as of 10-14-2014	43 KB
MASTER FY15 Media Plan PRINT (10-14-2014).pdf (89 KB)	FY 2015 Consumer Online Print Media Plan including Joint Ventures - as of 10-14-2014	89 KB

Reg/CVB Required Documents

File Name	Description	File Size
2015 March 10 Board Meeting Minutes.pdf (58 KB)	Board minutes approving marketing plan narrative and budget.	58 KB
FY 2016 Required Documents.pdf (99 KB)	Required document file with signatures.	99 KB