



Application

55917 - FY18 Region/CVB Marketing Plan - Final Application

58228 - FY 18 Glacier Country Marketing Plan
DOC Office of Tourism

Status: Under Review

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Applicant Information

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Comments: DO NOT MERGE DOC Tourism Acct

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

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.

WHO WE ARE AND WHO WE ATTRACT.

ABOUT WESTERN MONTANA'S GLACIER COUNTRY

As our name implies, Glacier Country is home to the Crown 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, Mineral, Missoula, Ravalli and Sanders.

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

Glacier Country Tourism's brand is firmly integrated with the Montana brand. Our offerings—specifically nature, communities and welcoming residents—blend together to provide services and experiences that help 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
- Health care

Average length of trip

- 5.88 nights
- 71% of nights spent in Glacier Country
- 13% of nights spent in Yellowstone Country

Primary reason for trip

1. Vacation/recreation/pleasure 54%
2. Visit friends/relatives/family event 23%
3. Just passing through 11%
4. Business/convention/meeting 8%
5. Other 2%
6. Shopping 1%

Activities while on trip

1. Scenic driving 65%
2. Day hiking 57%
3. Nature photography 46%
4. Wildlife watching 46%
5. Car/RV camping 31%
6. Recreational shopping 27%
7. Visiting other historical sites 25%
8. Visiting local breweries 20%
9. Visiting museums 16%
10. Visiting Lewis and Clark sites 13%

Top sites visited on trip

1. Glacier National Park 70%
2. Yellowstone National Park 42%
3. Flathead Lake State Parks 19%
4. Other Montana state parks 15%

Group characteristics

- 17% of groups with all first-time visitors
- 71% of groups with all repeat visitors
- 12% of groups with first-time and repeat visitors
- 19% flew on a portion of their trip
- 7% own a second property in Montana

Source: *The University of Montana, Institute for Tourism and Recreation Research (ITRR) based on 2016 data.*

WHY THEY COME.

Within the boundaries of Glacier Country exists an endless array of activities, from thriving arts and culture offerings to exhilarating adventures and authentic western experiences surrounded by stunning landscapes.

More spectacular unspoiled nature than anywhere in the lower 48 states

- Glacier National Park
- Rocky Mountains, with several smaller mountain ranges
- Geological features (*Glacial Lake Missoula*)
- Wildlife
- National Bison Range
- Montana state parks
- Bitterroot National Forest
- Bob Marshall Wilderness Complex (*Great Bear, Bob Marshall and Scapegoat wildernesses*)
- Cabinet Mountains Wilderness
- Kootenai National Forest
- Lolo National Forest
- Selway-Bitterroot Wilderness
- Lakes and rivers

Vibrant and charming small towns that serve as gateways to our natural wonders

- Historic sites
- Art galleries
- Museums
- Artisan tours and events
- Main street businesses
- Theaters
- Two American Indian reservations
- Shared border with Canada
- Lewis and Clark Trail
- David Thompson's journey
- Historic "red buses" of GNP
- Anniversary events (*Historic St. Mary's Mission*)

Breathtaking experiences by day and relaxing hospitality at night

- American Indian reservations
- Pow wows
- ATVing
- Biking and cycling
- Mountain biking
- Birdwatching
- Boating
- Camping and RVing
- Dog sledding
- Downhill skiing
- Fishing
- Golfing
- Hiking
- Historic sites
- Horseback riding
- Kayaking and canoeing
- Montana state parks
- Motorcycle touring
- Nordic skiing
- Rafting
- River surfing
- Rodeos
- Running events and competitions
- Scenic flights and helicopter tours

- Winter Carnival (*Whitefish*)
- Montana Spartan Race (*Bigfork*)
- Arlee 4th of July Celebration and Pow Wow (*Arlee*)
- River City Roots Festival (*Missoula*)

CHALLENGES

Glacier Country Tourism 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 on the latest issues and engage available resources when possible and appropriate. 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 (*see attached PDF for details*)

- Economy
- Market competition
- Airline challenges
- Glacier National Park infrastructure issues
- Changing landscape
- Perception of Glacier National Park being closed when the Going-to-the-Sun Road isn't open in its entirety
- 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 flavor to 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 do.

Optional: Include attachments here

16-GCT-0112-FY17-Mktg-Plan-Full-Edits-FY18.pdf

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

According to the 2016 Biennial Edition of The Economic Review of the Travel Industry in Montana (developed by ITRR—the Institute for Tourism & Recreation Research), more than 12.3 million travelers spending an estimated \$3.8 billion 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.

Glacier Country Tourism's process of inspiration, orientation and facilitation is based upon our beautiful landscapes and ample amenities found throughout Western Montana. The key to inspiration lies within our stunning imagery that we use 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 the next step toward action, i.e., planning a trip to Western Montana's Glacier Country.

Inspiration

- Consumer and business-to-business advertising – print/digital
- Consumer and business-to-business social media – facebook, pinterest, twitter, instagram, linkedin, snapchat, blog
- Travel shows
- Trade shows
- Publicity

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 guide, clicking 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 trips. The Glacier Country Travel Guide and website offer information on a wide variety of things to do, places to stay and where to go. Visitors can then narrow 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 Tourism has a call center staffed with trained professionals who are available via live chat, email or phone for visitor assistance.

Facilitation

- Website
- Call center
- Visitor information center support
- Travel guide
- Partner travel deals
- Social media
- Digital and content strategies

Optional: Include attachments here.

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

GEOGRAPHIC TARGETS

- California
- Washington
- Illinois
- Oregon
- Minnesota
- Texas
- International

Regional Drive Target Markets (all geographic areas within 600 miles of Glacier Country)

- Spokane/Coeur d'Alene
- Alberta
- In-state (Billings, Bozeman, Great Falls)

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 – Multigenerational 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 2017 - 2018 school year.

PSYCHOGRAPHIC TARGETS

- Authentic experiences – shopping, local cuisine, breweries, distilleries, relaxing spa getaways, western offerings
- Outdoor recreation – hiking, biking, camping, skiing, snowmobiling, water sports, golfing, wildlife viewing, RVing, motorcycling, road tripping
- Culture – history, galleries, museums, theaters, festivals, photography
- Adventure – experiential, independent, low-impact

OTHER TARGETS

- Repeat visitors to Montana
- Health care
- Higher education
- Destination weddings
- Reunions
- Meetings and conventions
- FIT and group tours

b. What are your emerging markets?

- Ohio
- New York City
- Direct flight markets to and from our region

c. What research supports your target marketing?

- Montana Office of Tourism and Business Development 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
- Adventure Travel Trade Association
- Family Travel Association

Optional: Include attachment here.

Overall Goals

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 and FIT)
 - 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 charming small towns/communities and 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, arts organizations, Glacier National Park, Crown of the Continent Geotourism Council, Montana Office of Tourism and Business Development, 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 and Business Development, convention and visitor 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 and Business Development'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

1. Increase overall consumer response by 2% over 2017
 - 2% increase will require our overall consumer response reach goal at 1,611,590 or by an additional 31,000
2. Increase electronic response by 2% over 2017
 - 2% increase will require our electronic response reach goal at 1,481,934 or by an additional 29,057
3. Increase social media reach by 2.5% over 2017

- 4% increase will require our response reach goal at 66,223,635 or by an additional 1,615,200

4. Increase use of responsive website by 2% over 2017

- 2% increase will require our webpage use reach goal at 1,317,617 or by an additional 25,800

5. Increase our consumer database by 2% over 2017

- 2% increase will require our consumer database reach goal at **788,650** or by an additional **15,463**

6. Increase our trade show database by 3% over 2017

- 4% increase will require our trade show database reach goal at 900 or by an additional 23

7. Media stories to increase by 1% over 2017

- 1% increase will require our direct earned media reach goal at \$3,872,011 or by an additional 38,336

8. Fund chamber/visitor information centers at up to \$4,000 per project from Memorial Day to Labor Day 2018 to better inform and encourage visitors to stay longer in Western Montana’s Glacier Country

9. Increase consumer and group suggested itineraries by two

Optional: Include attachments here.

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 MOTBD on several projects and look forward to seeing what we can accomplish together in the year. We find the most effective joint ventures with Montana Office of Tourism and Business Development are through publicity, international, group and meetings, and conventions. In FY 2016, Glacier Country committed \$92,000 to partner with Montana Office of Tourism and Business Development.

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

We are actively planning and participating in future cooperative and joint venture tourism sales, publicity, research and advertising projects with regions and CVBs to explore multiple ways to partner.

Optional: Include attachment here:

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 = \$92,000 (actual)
- FY 2017 = \$50,000 (budget)

These amounts vary year to year based on what opportunities arise. For the most part, we feel the joint ventures we’ve done in the past have been successful. We believe mixed media advertising is the key to a successful plan and 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.

Marketing Segment, Strategy & Budget

Marketing	Marketing	Does	Describe your method.	Supporting research/statistics	Provide a brief rationale.	Plan to measure	Marketing	Estimated	Non
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Segment	Method	research support this method?			success?	Method Evaluation	budget for each method.	bed tax funds?
Consumer	Print Advertising	Yes	Glacier Country Tourism 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 partnership with MTOT, other regions, CVBs and stakeholder organizations. Our strategy is guided by the geographic and demographic targets outlined in our narrative.	<p>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.</p> <p>“Traditional media doesn’t always mean “out of date.” One of the paradoxes of today’s content marketing boom is that many old formats like television, print magazines, and email are getting a second look. Ultimately what matters is not whether a specific content format or distribution platform is novel, but whether or not it allows brands to meet their business goals and grab consumers’ attention.” <i>The State of Content Marketing in Travel 2017</i></p> <p>“While the digital space clearly dominates both in the ability to refine and target ads through programmatic means in order to reach specific customers and in the capacities it provides for measuring advertising effectiveness, DMOs continue to view offline or “traditional” forms of advertising (print ads, TV, etc.) as crucial.” <i>The State of Destination Marketing 2017</i></p> <ul style="list-style-type: none"> • 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 • The State of Content Marketing in Travel 2017-Skift 	Glacier Country thoughtfully approaches establishing geographic, demographic and psychographic 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.	\$31,000.00	No
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. Our approach to bring additional focus to emerging markets through the use of blogs and niche travel content websites where audiences have reached levels competitive with traditional tourism media sites.	<p>“U.S. National Parks came in as the second most exciting destination type. The average leisure traveler will visit 2.0 small towns or rural destinations and 1.6 cities this year.” <i>The State of the American Traveler, Destination Analysts</i></p> <p>“39.6% of travelers rely on online media which is travel content found on the internet (includes articles, reviews, business websites, blogs, podcasts, video, etc.) for travel inspiration.” <i>The State of the American Traveler, Destination Analysts</i></p> <p>“Almost 58 percent of respondents planned to spend a larger share of their total ad budget on digital advertising in 2017 as compared to 2016,” <i>The State of Destination Marketing 2017</i></p> <ul style="list-style-type: none"> • Skift-cendyn-trend-report-from-data-to-action • 3 insights on today’s connected visitor and digital marketing • Taking Travel in Hand • Winning Content Marketing Strategies for Travel Brands in 2016 • Search Marketing Strategies for Travel Brands • Deep Dive Into Google Travel • http://www.imaginisbd.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 • The State of Content Marketing in Travel 2017-Skift • The-Experiential-Traveler-Survey-2016 • State of the American Traveler Report-Winter-2017 	We strive to stay ahead of the digital curb in our digital media targeting using re-targeting, 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 .5% CTR target where most national campaigns of similar creative, budget and focus fall below a .09% CTR.	\$191,000.00	No
Consumer	Electronic Adv - Newsletter, E-blast	Yes	Glacier Country Tourism 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 websites and social media sites for additional	<p>Every day, 91 percent of US consumers use email, according to consulting firm <i>McKinsey & Co.</i></p> <p>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></p> <p>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></p>	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 <u>15%</u> and <u>30%</u> during the marketing year. Our lower open rates are typically associated with full list blasts without targeting but generates over 30,000 opens in a typical blast. In the past 10 years we have increased the recipient	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	\$35,000.00	No

			<p>information as well as special promotions and package offers. Our database consists of approximately 500,000 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.</p>	<p>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.</p> <p>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.</p> <p>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.</p> <ul style="list-style-type: none"> • http://membercenter.glaciermt.com/wp-content/uploads/2014/04/Skift-Boxever-The_Future-of-Personalized-Marketing.pdf • Skift-Boxever-Psychology-of-Customer-Experience • Skift-cendyn-trend-report-from-data-to-action • The Rise of Lifestyle Branding in Travel • Taking Travel in Hand • The Importance of Traveler Spending on Locally Produced Goods • The State of the American Traveler Report – Winter 2017 • The State of Destination Marketing 2017-Skift • The State of Content Marketing in Travel 2017-Skift • The State of the American Traveler Report – Winter 2017 • Inside the Mind of the Gen Z Traveler-Skift • Local Food Trend Keeps Farms at Center of Tourism Strategies-Skift • Modern Business Traveler-Checking in-ACTE • Snapchat and Instagram Strategies for Travel Brands-Skift • State of Travel Media 2016-Skift • The-Experiential-Traveler-Survey-2016 	<p>list from 140,000 to around 500,000 for each blast and strive to continually increase this with new names of travelers planning a trip to Western Montana.</p>	<p>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. We consistently clean our list of inactive and duplicate emails to ensure our blasts are effective and efficient.</p>			
Consumer	Travel/Trade Shows	Yes	<p>Glacier Country Tourism 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.</p>	<p>In addition to our own conclusions from past successes, Glacier Country relies on MTOT and ITRR research and statistics identifying emerging markets.</p> <p>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.</p> <ul style="list-style-type: none"> • http://membercenter.glaciermt.com/wp-content/uploads/2014/04/skift-peak-experiential-traveler-report1.pdf • Skift-Boxever-How-Americans-Take-Vacation • Skift-Boxever-Psychology-of-Customer-Experience • The Rise of Lifestyle Branding in Travel • GC Ski Area Skier Visits for 2011 – 2015 • Taste the Adventure _ Adventure Travel Trade Association • The State of Destination Marketing 2017-Skift • The Travel Agent of the Future-Skift • Decoding The Lucrative U.S. Family Traveler Segment-Skift • The State of the American Traveler Report – Winter 2017 • Inside the Mind of the Gen Z Traveler-Skift • ITRR Nonresident Characteristics 2016 • Total Web Visitor Report for June 2016 • Montana Brand Research Findings, presented by Destination Analysts 	<p>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.</p>	<p>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.</p>		\$5,000.00	Yes
Consumer	Sweepstakes	Yes	<p>Over the past several years we have experimented with various types of call-to-action incentives in our</p>	<p>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</p>	<p>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</p>	<p>We track ad statistics and giveaway</p>		\$15,000.00	Yes

			<p>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.</p>	<p>should also be employed in your blog, social media, email blasts, guest articles, sponsored content editorial and anywhere else you publish or market online.</p> <p>http://membercenter.glaciermt.com/wp-content/uploads/2014/04/skift-peak-experiential-traveler-report1.pdf</p>	<p>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.</p>	<p>entries for each giveaway.</p>			
Consumer	Webpage Marketing/SEO/SEM	Yes	<p>We continue to complement 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 keywords used for SEO, SEM, website design strategies, online promotions, reciprocal linking, email marketing and social media.</p> <p>The use of search engines to drive traffic to your tourism destination website has only grown more important. We focus a good deal on organic and paid search engine marketing to improve our position among hundreds of keywords prospective travelers are using while they consider vacations destinations.</p>	<p>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</p> <p>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</p> <p>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 integrating other tools such as social media and blogs.</p> <p>Search algorithms reward original content such as blog posts. Blogs give corporate websites 434 percent more indexed pages, 97 percent more inbound links and 55 percent more visitors, according to ContentPlus14, a U.K.-based content marketing consultancy. <i>Content Marketing Trends in the Travel Industry</i>, Skift.com</p> <ul style="list-style-type: none"> • top-10-insights-local-search-marketing-experts-lsa-15-219974 • http://membercenter.glaciermt.com/wp-content/uploads/2014/04/2014-travelers-road-to-decision_research_studies.pdf • Skift-Boxever-Psychology-of-Customer-Experience • Skift-cendyn-trend-report-from-data-to-action • The Rise of Lifestyle Branding in Travel • The_Case_for_Responsible_Travel_2016_Final • A_Roadmap_to_Traveler_Attribution_Whitepaper • Taking Travel in Hand • Changing Demographics – Trends that Drive American Travel 2015 • The State of Content Marketing in Travel 2017-Skift • The-Experiential-Traveler-Survey-2016 • The State of the American Traveler Report – Winter 2017 • Future-of-Work-in-Travel-Survey-2016 • Inside the Mind of the Gen Z Traveler-Skift • State of Travel Media 2016-Skift 	<p>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.</p>	<p>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 new Internet marketing strategies in the hopes of driving more traffic to our websites and social media channels.</p>		\$80,000.00	Yes
Consumer	Multi-Media Marketing	Yes	<p>Glacier Country Tourism is continuing our partnership with Warren Miller Entertainment to as a national co-sponsor that includes a mix of movie inclusion, online digital, traditional print, :30 movie premiere commercial, custom content video, email, digital social and venue marketing. Entertainment inspires people to travel. Destinations where movies and television shows are filmed have the potential to attract film tourists with smart, timely marketing.</p>	<p>Neighborhood art, music and culture - with more travelers venturing down side streets off the mainstream tourism path, more hotels are partnering with local cultural attractions, independent shops and other community businesses. <i>The Rise of Local in Hospitality</i>, Greg Oates</p> <p>There is a renewed focus on brands that consumers think understand their values and customize their messages specifically for them. This extends not only to the products that travelers choose to buy, but increasingly to the ads and content they are served by brands as well. "Consumers of all ages want brands to feel personalized and meaningful to them," said Y&R BAV president Michael Sussman, speaking in a 2015 interview with <i>Adweek</i>.</p> <p>Film-induced tourists are those who are inspired to visit a country after seeing it on screen. They might visit filming locations if they are part of the area's tourism circuit, but they don't go just to see the sets. For example, Lord of the Rings fans might visit the set of Hobbiton, but others might simply be inspired to visit New Zealand after learning that the fantastic natural vistas in the film are real places that they can visit. <i>The Rise of Destination Marketing Through Movies and TV</i>, Vincent Trivett</p> <ul style="list-style-type: none"> • The Rise of Destination Marketing Through Movies and TV • Winning Content Marketing Strategies for Travel Brands in 2016 • The State of Destination Marketing 2017-Skift • The State of Content Marketing in Travel 2017-Skift 	<p>This effort is primarily national but with film inclusion will reach the everywhere the movie is viewed including Canada, Europe, South America, Asia and Australia. The film segment was filmed in-region this last winter with two locations including Polebridge and Seeley Lake. The Seeley Lake filming merged the two worlds of backcountry downhill skiing and snowmobiling with tandem powder snow shredding of three professional skiers with ties to Montana with a world champion snowmobiler from Dillon, Montana. We are extremely excited about marketing these two traditional recreation groups that have been organically blending together for several years. As a bonus, we will receive all b-roll from the Montana shoot for our marketing purposes.</p>	<p>We will be tracking this effort in a similar manner as we have our past campaigns with Warren Miller – leads, digital analytics, call center inquiries and social media.</p>		\$160,000.00	No
Consumer	Ad Agency Services	Yes	<p>Glacier Country Tourism's agencies of record work closely with us on many</p>	<ul style="list-style-type: none"> • http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Marketing-Strategy-Article.pdf 	<p>Good marketing support from professionals who live and breathe various components of marketing,</p>	<p>Success on our campaigns and marketing</p>		\$139,000.00	Yes

			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.	<ul style="list-style-type: none"> • http://membercenter.glaciermt.com/wp-content/uploads/2014/04/Skift14Trends2014.pdf • The State of Destination Marketing 2017-Skift • The State of Content Marketing in Travel 2017-Skift • The Rise of Lifestyle Branding in Travel • Taking Travel in Hand • USTA Leisure Travel Decision Making • Changing Demographics – Trends that Drive American Travel 2015 • The State of the American Traveler Report – Winter 2017 • Digital Destinations Global DMO Survey Results 2017-Skift • Snapchat and Instagram Strategies for Travel Brands-Skift • State of Travel Media 2016-Skift 	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.	efforts translates to successful planning support.					
Consumer	Opportunity Marketing									\$5,000.00	No
Consumer	Joint Ventures									\$50,000.00	No
Consumer	Social Media	Yes	<p>Leveraging the power of social media to complement our various marketing strategies is one of our key program areas. The use of social media by destination marketing organizations to build brand support, create genuine conversations and inspire audiences to visit continues to be extremely effective. Our social media drives about 8% of the overall traffic to our website and increases at a steady rate each year through organic, sponsored and paid social media efforts.</p>	<p>"Social demands a new content approach. One of the biggest reasons content marketing has become dominant is the relentless pace of social media publishing. But rather than thinking about social media like other media channels, where the goal is to run a "campaign" with clear start and end dates, think of social more like a never-ending conversation with your audience. That has key implications for how content is created and published." <i>The State of Content Marketing in Travel 2017</i></p> <p>Social media is a great litmus test for how lifestyle brands have come to dominate the cultural conversation. Take for instance a recent survey by Marketing Sherpa investigating why consumers "Liked" various brands in social media. Although reasons like getting promotions or wanting to buy their products were top responses, other more interesting answers emphasized that the chosen brands produced "useful" or "entertaining" content (mentioned by 38% and 31% of respondents) or that the brand "reflects my lifestyle," which was mentioned by another 24% of respondents. <i>The Rise of Lifestyle Branding in Travel, Jeremy Kressman</i></p> <ul style="list-style-type: none"> • Winning Content Marketing Strategies for Travel Brands in 2016 • How Tech Is Changing the Way Millennials Do Business Travel • Social Media Customer Service Strategies for Travel Brands 2015 • 3 ways to use social media to successfully connect with potential visitors • The State of Destination Marketing 2017-Skift • The State of Content Marketing in Travel 2017-Skift • A Deep Dive Into Facebook's Impact on Travel-Skift • Decoding The Lucrative U.S. Family Traveler Segment-Skift • The State of the American Traveler Report – Winter 2017 • Digital Destinations Global DMO Survey Results 2017-Skift • Snapchat and Instagram Strategies for Travel Brands-Skift • State of Travel Media 2016-Skift • Inside the Mind of the Gen Z Traveler-Skift 	<p>Our social media channels are used to reach new audiences and to support our other programs. The Western Montana's Glacier Country facebook page is a source of inspiration, orientation and fulfillment. It's a community gathering place where prospective visitors can garner up-to-date information about our region, as well as become more familiar with what we offer the visitor.</p> <p>The content we share on our social media channels varies. As a region, we feel it's necessary to provide useful, pertinent and up-to-date information, as well as points of interest. Our social media plays a role in inspiration by including jaw-dropping images: some are icons, while others are off-the-beaten path gems. As our region is diverse and includes various communities, we also utilize our channels to highlight various locations and destinations from throughout the region, ranging from local gems to events. Typically, our facebook posts include a photo or video to supply visually pleasing and engaging content to our users.</p>	<p>Social media is incredibly easy to track - we have consistent handles across all of our channels (GlacierMT) and use hashtags to credit and track engagement overall or by campaign. We also use third party tools such as SproutSocial to monitor and track impressions, engagement and reach - which are all used in our overall assessment for measuring success. FY 2016 ended with 334,791 total followers which resulted in 64,608,425 engagements.</p>			\$30,000.00	No	
Group Marketing	Group Marketing Personnel	Yes	<p>Glacier Country has a Tourism Sales Manager who develops, manages and monitors group and International FIT sales and marketing programs. We see improvement in group sales with several operators spending more time in Glacier Country and using the numerous sample itineraries developed by our Tourism Sales Manager. We plan to continue our current efforts as outlined while also setting aside some resources allowing us to be flexible and responsive. Groups refers to meetings and conventions, incentive travel, weddings, reunions, foreign independent travel (FIT), group tours, loyalty programs, etc. See <i>attached job description.</i></p>	<p>ABA estimates that one motor coach staying overnight generates roughly \$12,000 in economic impact to that community in lodging, restaurants, retail and attractions. Most tours stay an average of two to three nights in the Glacier Country region when touring Montana.</p> <p>Travel to US stats/to Montana Stats (MTOT stats):</p> <p><i>63% of first time travelers to Montana come for GNP and Yellowstone</i></p> <p><i>85% of return travelers are coming back to see the less traveled parts of MT</i></p> <p><i>Detailed statistical modeling over 18 years and 14 industries indicates that for every dollar invested in business travel, U.S. companies have experienced a \$9.50 return in terms of revenue.</i></p> <p>12.2% of travelers rely on travel agencies and tour operators for inspiration and booking assistance. <i>The State of the American Traveler, Destination Analysts</i></p> <ul style="list-style-type: none"> • Help guide your DMO into the future: Advice from international destination marketing experts • http://membercenter.glaciermt.com/wp-content/uploads/2014/04/The-Future-of-Meetings-in-Hospitality-%E2%80%93Skift.pdf • http://membercenter.glaciermt.com/wp-content/uploads/2014/04/The-Rise-of-Female-Business-Travelers-%E2%80%93Skift.pdf • Skift-Report-American-Express-Lifestyle-habits-of-the-247-business-traveler • Taste the Adventure _ Adventure Travel Trade Association 	<p>Glacier Country has for several years been developing a collaborative and broad-based approach to group travel; group tours, foreign independent travel (FIT), incentive travel, sports, meeting and conventions. We feel we have a strong FIT/group tour program but find other areas can be challenging from a regional perspective.</p> <p>Group marketing is often more complex and requires a personal relationship to be built and maintained with industry representatives. Building that relationship with planners and tour operators takes time (domestic is 2-3 years/international is 3-5 years). Our current Tourism Sales Manager has been with us over three years now and the time she spends assisting operators and planners with their itineraries is growing steadily. Montana Office of Tourism and Business Development and Glacier Country have had consistent attendance and strong relations with</p>	<p>We measure success in this area by monitoring the number of appointments and additional interest we have at our trade shows as well as gauging the overall interest with the operators we work with. While we do not have direct access to the booking data from these markets, it is very exciting when we hear from our properties they</p>			\$58,000.00	No	

				<ul style="list-style-type: none"> • How Tech Is Changing the Way Millennials Do Business Travel • Three Things to Know About How Chinese Travelers Book Their Trips-Skift • The Travel Agent of the Future-Skift • The-Experiential-Traveler-Survey-2016 • Three Things to Know About How Chinese Travelers Book Their Trips-Skift • Decoding The Lucrative U.S. Family Traveler Segment-Skift • The State of the American Traveler Report – Winter 2017 • Digital Destinations Global DMO Survey Results 2017-Skift • Future-of-Work-in-Travel-Survey-2016 • Modern Business Traveler-Checking in-ACTE • Millennials Are More Likely to Use Travel Agents Than Any Other U.S. Demographic-Skift 	these markets for many years. We continue to see additional interest and engagement from other Montana public and private partners and are thrilled to have a growing delegation when many other areas/states are decreasing.	have signed new or have renewed service contracts, operators have picked up an itinerary and added it to their product catalog or the operators are working directly with us on custom itineraries. Montana Office of Tourism and Business Development, Glacier Country and our ever growing group of partners continue to encourage us to continue our efforts and thus we are excited to help broaden our visitor base and extend our visitation to our shoulder seasons.		
Group Marketing	Travel/Trade Shows	Yes	<p>Glacier Country has attended and participated in a number of targeted travel and trade shows over the years: consumer, group tour, international foreign independent travel (FIT), meeting and conventions, incentive travel and recently loyalty travel. We will continue to attend shows we have found successful and evaluate new shows to see if they fit our target markets. Glacier Country strives to cooperate with CVB's, other tourism regions and private partners as much as possible.</p> <p>Of the group tour, incentive travel, meeting and convention, specialty, FIT side trade shows, we plan to attend National Tour Association (NTA), American Bus Association (ABA), U.S. Travel Association's IPW and GoWest Summit, Rocky Mountain International (RMI) Roundup, Smart Meetings West and IMEX. We plan to work in a PR aspect at several of these shows by doing some publicity visits with not only media attending the show</p>	<p>ABA estimates that one motor coach staying overnight generates roughly \$12,000 in economic impact to that community in lodging, restaurants, retail and attractions. Most tours stay an average of two to three nights in the Glacier Country region when touring Montana.</p> <p>The Chinese Market: The U.S. Department of Commerce projects travel from China to the United States to increase 274 percent through 2016. The China National Tourism Administration reported that over 80 million Chinese citizens traveled overseas in 2012. The United States has always been the #1 dream destination for the Chinese travelers.</p> <ul style="list-style-type: none"> • http://membercenter.glaciermt.com/wp-content/uploads/2014/04/The-Rise-of-Female-Business-Travelers-%E2%80%93-Skift.pdf • Skift-Report-American-Express-Lifestyle-habits-of-the-247-business-traveler • Skift-cendyn-trend-report-from-data-to-action • The Rise of Lifestyle Branding in Travel • Taste the Adventure _ Adventure Travel Trade Association • The-Experiential-Traveler-Survey-2016 • Three Things to Know About How Chinese Travelers Book Their Trips-Skift • Decoding The Lucrative U.S. Family Traveler Segment-Skift • The State of the American Traveler Report – Winter 2017 • Digital Destinations Global DMO Survey Results 2017-Skift • Future-of-Work-in-Travel-Survey-2016 • Modern Business Traveler-Checking in-ACTE • Millennials Are More Likely to Use Travel Agents Than Any Other U.S. Demographic-Skift 	With so many travel options in and out of the United States, a strong delegation of travel experts from a state, region and community at travel trade shows makes a huge difference. It takes a delegation to put the state of Montana in the mind of the tour operators and planners. The more appointments a tour operator has with a specific state or region, the more likely they will get the answers to the questions they have about what that area can offer to their clients. It takes the expertise of (regions/CVB's/TBIDs/hotels/attractions) to showcase what the clients can experience in their communities. The strongest delegations are noticed at travel trade shows and have the most exposure. We are building participation for these markets with more delegates committing to not only attending the shows but partnering on booths and other efforts.	We measure success in this area by monitoring the number of appointments and additional interest we have at our trade shows as well as gauging the overall interest with the operators we work with. While we do not have direct access to the booking data from these markets, it is very exciting when we hear from our properties they have signed new or have renewed service contracts, operators have picked up an itinerary and added it to their product catalog or the operators are working directly with us on	\$45,000.00	No

but some media located in the host city. At these shows, travel guides, market specific collateral, FIT itineraries, maps as well as our Glacier Country Travel Guide and/or show specific one-sheets will be distributed digitally or in print if appropriate.

custom itineraries. Montana Office of Tourism and Business Development, Glacier Country and our ever growing group of partners continue to encourage us to continue our efforts and thus we are excited to help broaden our visitor base and extend our visitation to our shoulder seasons.

Group Marketing

Fam Trips

Yes

Glacier Country plans to participate in hosting/co-hosting familiarization tours for one or more of our identified group markets and trade media. For many years, we have been developing a collaborative and broad-based approach to group travel; group tours, foreign independent travel (FIT), incentive travel, sports, meeting and conventions and bank loyalty.

Each year, in an effort to provide trade media and visiting operators/planners with a firsthand experience of Western Montana, Glacier Country assists and/or hosts various professionals along the way. Glacier Country will continue this effort by using a portion of our budget to coordinate and/host trade professional(s) in regards to their upcoming visit to our region. Oftentimes, we assist them with developing an itinerary and arranging their visit. This program follows the same requirements we use for regular press or group familiarization trips tracking names, affiliated business or publication and any received media or planned itineraries developed and/or booked if provided by business.

In May 2015, Glacier Country partnered with Meetings Focus to identify qualified meeting planners for a meeting and convention FAM trip including Missoula, Kalispell

According to Adventure Travel and Trade Association, food tourism represents vast opportunity; over one third of global tourism expenditure is on food and beverage products, and tourists are increasingly identifying local food and food experiences as their primary and secondary motivations for choosing specific destinations. ATIA's recent research shows that many adventure operators are already innovating in this industry with their product. Key Findings from this study include:

71 percent of adventure itineraries have an experiential food focus of some kind.

- Local Food Trend Keeps Farms at Center of Tourism Strategies-Skift

For operators offering "high food focus" itineraries, the average reported price per day for such trips was \$472 USO

- <http://membercenter.glaciermt.com/wp-content/uploads/2014/04/The-Future-of-Meetings-in-Hospitality-%E2%80%93-Skift.pdf>
- <http://membercenter.glaciermt.com/wp-content/uploads/2014/04/The-Rise-of-Female-Business-Travelers-%E2%80%93-Skift.pdf>
- Skift-Report-American-Express-Lifestyle-habits-of-the-247-business-traveler
- Changing Demographics – Trends that Drive American Travel 2015
- Taste the Adventure _ Adventure Travel Trade Association
- The-Experiential-Traveler-Survey-2016
- Three Things to Know About How Chinese Travelers Book Their Trips-Skift
- Decoding The Lucrative U.S. Family Traveler Segment-Skift
- The State of the American Traveler Report – Winter 2017
- Digital Destinations Global DMO Survey Results 2017-Skift
- Future-of-Work-in-Travel-Survey-2016
- Modern Business Traveler-Checking in-ACTE
- Millennials Are More Likely to Use Travel Agents Than Any Other U.S. Demographic-Skift

The assistance of an in-region advisory group - formed to develop a strategy to meet the needs of all while balancing the mission and resources of our organization and others - has been of great assistance in FAM trip coordination and facilitation. These tours for group and FIT travel are part of the joint strategy and rationale we all share. Pooling our expertise, time and resources has done nothing but developed a stronger coalition of partners dedicated to this market segment and reaping the diverse and long-term benefits of it.

We plan to follow the measurements as required by the rules and regulations. While we do not have direct access to the booking data from these markets, we continue to stress to our partners how important it is we hear when they have signed new or have renewed service contracts. It is also important to know when operators have picked up an itinerary we have pitched and added it to their product catalog or the operators are working directly with any of us on custom itineraries. Montana Office of Tourism and Business Development, Glacier Country and our ever growing group of partners continue to encourage us to continue our efforts and thus we are excited to help broaden our visitor base

\$25,000.00

Yes

			and Whitefish. The CVB's, TBIDs and private sector partners were outstanding partners in this effort. This FAM was so successful, we are now hosting one every year with up to five different vetted planners each year.				and extend our visitation to our shoulder seasons.		
Group Marketing	Online/Digital 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 with twitter, instagram and LinkedIn in addition to a Glacier Country B2B blog focusing on group marketing content. Building upon our successful social media workshop program, we also designed and implemented a B2B workshop that concentrates on two components: group marketing education, social media and publicity. We are committed to a mixed media approach using various forms of promotion in conjunction with other tourism partners. We have had great success in the past both independently and by partnering with private tourism businesses, CVBs, MTOTBD, etc. with campaigns in identified markets. We will continue to build upon these successful efforts to find an effective and efficient plan to promote our group opportunities.</p>	<p>"Like all media, travel media is constantly reinventing itself to adapt to new technologies and changing consumer behaviors. We talk to leaders in the field and look at external threats and opportunities as represented by Facebook, mobile and advertising." <i>Todd Wasserman, Skift</i></p> <p>"More Than 90 Percent of U.S. Households Have Three or More Devices Pinging the Internet," <i>Recode</i>, November 2014</p> <p>There is a renewed focus on brands that consumers think understand their values and customize their messages specifically for them. This extends not only to the products that travelers choose to buy, but increasingly to the ads and content they are served by brands as well. "Consumers of all ages want brands to feel personalized and meaningful to them," said Y&R BAV president Michael Sussman, speaking in a 2015 interview with <i>Adweek</i>.</p> <ul style="list-style-type: none"> • Search Marketing Strategies for Travel Brands • Deep Dive Into Google Travel • http://www.imaginisbd.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 • The State of Destination Marketing 2017-Skift • The State of Content Marketing in Travel 2017-Skift • The State of the American Traveler Report – Winter 2017 • Digital Destinations Global DMO Survey Results 2017-Skift • Future-of-Work-in-Travel-Survey-2016 • Inside the Mind of the Gen Z Traveler-Skift • State of Travel Media 2016-Skift • The-Experiential-Traveler-Survey-2016 • Three Things to Know About How Chinese Travelers Book Their Trips-Skift • Decoding The Lucrative U.S. Family Traveler Segment-Skift • The State of the American Traveler Report – Winter 2017 • Digital Destinations Global DMO Survey Results 2017-Skift • Modern Business Traveler-Checking in-ACTE • Millennials Are More Likely to Use Travel Agents Than Any Other U.S. Demographic-Skift 	<p>We feel it is a good idea to support our current efforts with a promotion plan. We are updating our microsites and as these become live we will begin to launch promotion efforts to support and drive traffic to them. Through our social media and blog we reference our microsites constantly and consistently thus helping to expand our digital content.</p>	<p>Online promotion is one of the most track able mediums available today. We are able to gather valuable statistics on how each ad performed. We use all available data for considering our immediate and long term approach to online marketing we will continue to measure impressions, clicks, click-thru rate, likes, follows, reach, shares and overall engagement to determine the effectiveness of our online advertising efforts.</p>		\$5,000.00	No
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. We plan to continue to build upon these successful efforts to find an effective and efficient plan to promote our group opportunities.</p>	<p>24.4% of travelers rely on offline media including TV, printed newspapers, magazines, etc. for travel inspiration. <i>The State of the American Traveler, Destination Analysts</i></p> <p>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.</p> <ul style="list-style-type: none"> • 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 third 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	Partner Support	Yes	<p>This budget provides for an online DMO system called Simpleview. Simpleview is a customer relationship management (CRM) system specifically designed for destination marketing</p>	<p>Built specifically for DMOs, Simpleview has been adopted as a highly productive tool. https://www.simpleviewinc.com/our-world/customers/</p>	<p>A constant struggle we have is keeping the information we need to strategize, implement, manage and report our overall efforts current. Over the past ten years, our organization has become increasingly diversified and complex</p>	<p>We have moved from four databases not including our Quickbooks to one - we also able to feed</p>		\$35,000.00	Yes

			funding to cover the travel related expenses of these meetings.						
Marketing Support	Professional Development	No	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. Glacier Country has four marketing professionals who would utilize this budget for professional development. Last year, two staff members attended U.S. Travel Associations Educational Seminars for Tourism Organizations (ESTO) and two attended the Simpleview Summit. This year each employee will research training that they feel meets their educational needs.		Not 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.	Success on our marketing efforts, positive work environment, low employee turn-over and sense of industry pride translates to successful professional development.		\$15,000.00	Yes
Marketing Support	DMAI	No	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 the our marketing efforts.		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.	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. The past two years have been full of change for DMAI. The CDME program has been a part of that. New leadership and staff changes		\$5,000.00	Yes

							have brought about significant changes. I attended the CEO Summit this winter learning about the restructuring of the CDME and Certification programs.			
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 increase in inquiries received for information on their area. The program runs from Memorial Day to Labor Day. Our FY 2018 funding program will provide staffing assistance up to \$4,000/VIC for staffing for qualifying organizations.</p>	<p>VIC Funding: The eleven VICs we funded last year assisted 23,607 travelers as compared to the previous year of 24,861 versus the previous year. While this reflects a decrease, we also discovered incomplete reporting. This reporting criteria has been remedied in the grant reporting.</p> <ul style="list-style-type: none"> http://scholarworks.umt.edu/cgi/viewcontent.cgi?article=1094&context=itrr_pubs <p>66.4% of travelers rely on the opinions of in-person and/or through direct contact (email, text, etc.) for travel inspiration. <i>The State of the American Traveler, Destination Analysts</i></p>	<p>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 continue this program year to year.</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>		\$35,500.00	No	
Marketing Support	Superhost	Yes	<p>Glacier Country believes strongly in customer experience training. Friendly hospitality is vital to providing a good overall customer experience and training is not only helpful, but critical. With the focus of the MTOTBD Superhost training changing from adult workforce to high school workforce, we have decided to work with Flathead Valley Community College to develop a program that can be held in communities and open to all ages. We value and support the new direction of Superhost but feel there is a strong demand for broad-based community training.</p>	<ul style="list-style-type: none"> http://www.prweb.com/releases/customer/service/prweb10190950.htm http://hbr.org/2010/07/stop-trying-to-delight-your-customers/ar/1 http://membercenter.glaciermt.com/wp-content/uploads/2014/04/Skift14Trends2014.pdf 	<p>Customer service training provides valuable tools and skills helping provide positive experiences. In FY 2017, we are funding 11 VICs and hope to provide training in six communities. In FY 2018, we plan to increase the number of trainings to over eight scheduled in our region.</p>	<p>Our overall plan to measure success is the continual growth and success of this program and the number of communities who host it and people who participate.</p>		\$6,000.00	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</p>	<p>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.</p> <p>24.4% of travelers rely on offline media including TV, printed newspapers, magazines, etc. for travel inspiration. <i>The State of the American Traveler, Destination Analysts</i></p>	<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</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</p>		\$130,000.00	Yes	

			<p>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>	<p>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—indeed, “Masses of Media”—is critical for reaching and engaging with younger US travelers. <i>State of the American Traveler</i>, Miles Partnership</p> <p>The importance of live travel counseling continues to be relevant. All generational targets are still using DMO live assistance at a healthy pace.</p> <ul style="list-style-type: none"> • http://www.milespartnership.com/library/the-state-of-the-american-traveler-july-2014 • http://www.destinationmarketing.org/blog/new-research-reveals-official-visitor-guides-valuable-also-deliver-high-value-visitors • The Rise of Lifestyle Branding in Travel • Inside the Mind of the Gen Z Traveler-Skift 	<p>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>reservations for their Western Montana vacation.</p> <p>In FY 2016, our call center managed just shy of 228,274 telephone, mail, reader service, email, instant message chat and digital inquiries (up 3% over the previous year). Our webpages had over 1,291,782 unique visitors (up 12% over the previous year). We also distributed 150,000 print travel guides and had 60,000 interactive guide visits.</p>			
Marketing Support	Research	Yes	<p>We plan to use several sources of research to aid us to plan and strategize our promotion efforts. We 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, Destination Marketing 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 and other similar services such as Meltwater are media databases 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>	<ul style="list-style-type: none"> • Montana Brand Research Findings, presented by Destination Analysts • http://www.destinationanalysts.com/record-travel-optimism/ • Montana Brand Research Findings, presented by Destination Analysts • http://www.destinationanalysts.com/health-wellness-travel-cure-always-lifestyle/ • http://www.wttc.org/research/ • 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/Skift14Trends2014.pdf 	<p>Research always plays a major role in what we do whether it assures our planning efforts are on 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>Our accomplishment depends on the success of the tourism industry in Montana as a whole and solid research, statistics and reports methods help us stay on track.</p> <p>Cision or Meltwater are valuable research tools to find media information and target our pitches thus assisting us to make well educated decisions on media efforts.</p>		\$11,000.00	Yes
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.</p>	<p>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.</p>	<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>We will gauge the number of one-sheets and collateral pieces distributed at</p>		\$1,000.00	No

			<p>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"> 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>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>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>			
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 piece of business being awarded to one of our participating partners far exceeds the extremely low amount invested in this program.</p>	<p>Over the past couple of 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 along with other potential programs along these lines would be considered for this program.</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 Western Montana's Glacier Country – authentic and memorable.</p>		\$5,000.00	No
Marketing Support	Digital Asset Management/Aquisition	Yes	<p>Glacier Country continues to use professional photographers to capture seasonal images allowing us to promote our area visually. The images</p>	<ul style="list-style-type: none"> How to Harness The Facebook Ecosystem in 2016 Winning Content Marketing Strategies for Travel Brands in 2016 The State of Travel Media 2015 How Tech Is Changing the Way Millennials Do Business Travel Social Media Customer Service Strategies for Travel Brands 2015 http://www.emeraldinsight.com/journals.htm?articleid=1937277 	<p>Our new 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</p>	<p>New imagery allows us to present a fresh look for the region resulting in long-term</p>		\$37,000.00	No

			<p>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 video/film 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 recently transitioned to a new online digital asset management system that is more functional, caters specifically to DMOs and is considerably less expensive. As the number of digital assets and services we employ continue to grow and diversify, our need to have a flexible and multifaceted 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 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>As we move forward building a robust digital asset library and management system, having all our video formally and professionally catalogued allows 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>	<ul style="list-style-type: none"> • 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>instantly available for internal and external use. To date, we have approximately 3,000 fresh accessible assets with several hundred more to be uploaded and categorized.</p>	<p>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. The photos in our attached marketing plan showcases images that are solely Glacier Country Tourism.</p>			
Marketing Support	Marketing/Publicity Personnel	Yes	<p>Glacier Country has a Marketing Assistant and Social Media Manager whose time is dedicated to supporting all marketing,</p>	<ul style="list-style-type: none"> • Skift-Boxever-Psychology-of-Customer-Experience • The Rise of Lifestyle Branding in Travel • Taking Travel in Hand • Deep Dive Into Google Travel • Portrait of the Millennial Traveler 2016 	<p>The position reports to the Executive Director/CEO and works closely with the marketing team to allowing us to maintain our current projects and programs. Creating a solid support</p>	<p>We measure success in this area by monitoring efficiency of</p>		\$40,000.00	No

			<p>social media coordination, promotion and sales activities in order to promote the overall mission of Glacier Country. This position is responsible for supporting development and implementation of our marketing projects and programs and maintaining strong relationships with organization, region and industry partners. See <i>attached job description.</i></p>	<ul style="list-style-type: none"> • The Future of Messaging Technology in the Travel Industry • Winning Content Marketing Strategies for Travel Brands in 2016 • Evolution of Online Reputation Management in 2016 • The State of Destination Marketing 2017-Skift • The State of Content Marketing in Travel 2017-Skift • The-Experiential-Traveler-Survey-2016 • Decoding The Lucrative U.S. Family Traveler Segment-Skift • The State of the American Traveler Report – Winter 2017 • Food Tourism Strategies to Drive Destination Spending-Skift • Inside the Mind of the Gen Z Traveler-Skift • Local Food Trend Keeps Farms at Center of Tourism Strategies-Skift • Snapchat and Instagram Strategies for Travel Brands-Skift • State of Travel Media 2016-Skift 	<p>system with qualified and passionate team members allows us to maximize our efforts being more effective and efficient.</p>	<p>project implementation and overall workload for all departments. Monthly reporting will complement the current reports of marketing efforts for consumer, social media, publicity and tourism sales.</p>			
Marketing Support	Outreach	Yes	<p>Education and outreach is extremely important for several reasons. First and foremost, it adds to a business's ability to succeed by staying current with industry trends, challenges, marketing opportunities and knowledge of economic importance to Montana. It is also equally important to provide ongoing programs for individuals and organizations to affordably stay abreast of cutting edge trends to keep them competitive and to increase the effectiveness of their efforts. When we can, we try to provide and support relevant, useful and cost effective workshops and outreach support.</p>	<ul style="list-style-type: none"> • State of Travel Media 2016-Skift • GLACIER NATIONAL PARK Visitation Expenditures • A Comparison of Vacationer Spending Segments • The Importance of Traveler Spending on Locally Produced Goods • http://www.prweb.com/releases/customer/service/prweb10190950.htm • http://hbr.org/2010/07/stop-trying-to-delight-your-customers/ar/1 	<p>If a small investment in education and outreach efforts assists businesses and the industry at large, it is well worth the time and cost.</p>	<p>Helping businesses succeed and increasing the sense of industry pride and support translates to successful outreach.</p>		\$3,000.00	Yes
Publicity	Marketing/Publicity Personnel	Yes	<p>Glacier Country has a PR and Earned Media Manager who develops, manages and monitors our publicity projects and programs. We see great improvement in our publicity 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 <i>attached job description.</i></p>	<ul style="list-style-type: none"> • Skift-Boxever-How-Americans-Take-Vacation • Skift-Boxever-Psychology-of-Customer-Experience • Skift-cendyn-trend-report-from-data-to-action • The Rise of Lifestyle Branding in Travel • Taking Travel in Hand • Deep Dive Into Google Travel • Portrait of the Millennial Traveler 2016 • The Future of Messaging Technology in the Travel Industry • Winning Content Marketing Strategies for Travel Brands in 2016 • Evolution of Online Reputation Management in 2016 • The State of Destination Marketing 2017-Skift • The State of Content Marketing in Travel 2017-Skift • The-Experiential-Traveler-Survey-2016 • Decoding The Lucrative U.S. Family Traveler Segment-Skift • The State of the American Traveler Report – Winter 2017 • Food Tourism Strategies to Drive Destination Spending-Skift • Inside the Mind of the Gen Z Traveler-Skift • Local Food Trend Keeps Farms at Center of Tourism Strategies-Skift • Snapchat and Instagram Strategies for Travel Brands-Skift • State of Travel Media 2016-Skift 	<p>Many of our programs work together to support each other. New in this position is more focus on public relations and earned media efforts. Publicity is incredibly effective and efficient promotion and our new employee will spend most of her time in this capacity.</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 2016, Glacier Country had a regular earned media of \$3.8 million with a circulation of 310,000,000. Our digital influencer media exposure resulted in \$87,000 in earned media with a reach of 20,000,000. All</p>		\$58,000.00	No

							media we report are efforts our organization had direct contact with.			
Publicity	PressTrips	Yes	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.	Two thirds of American travelers (66.4%) say they rely on the in-person opinions of friends and relatives, while nearly 40 percent get this information from social media. The Internet is also a major player, with 61.9 percent saying they get their destination inspiration from one of the three primary digital resources tracked (online media, social media or online video.) <i>The State of the American Traveler, Destination Analysts</i> <ul style="list-style-type: none"> • Help guide your DMO into the future: Advice from international destination marketing experts • 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 	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 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.		\$60,000.00	No	
Publicity	Press Promotions/Media Outreach	Yes	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.	<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 	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 – Seattle, San Francisco and Los Angeles. The media participation at these events was extremely successful and we have built solid media interest in Western Montana from each one. We expect to add Dallas this coming year with an anticipated American Airlines direct flight.	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.		\$20,000.00	Yes	
Publicity	Crisis Management	Yes	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>“Good crisis communication planning may be one of the best investments you ever make. No other activity in the initial hours, days and weeks of a crisis has the potential to mitigate its effects so significantly. It helps limit the negative impact of a crisis by addressing the information needs of all industry stakeholders in an efficient, timely and responsible manner.” <i>DESTINATION MANAGEMENT DURING A CRISIS, Jim McCaul</i></p> <ul style="list-style-type: none"> • Destination Management During a Crisis _ DMAI • http://www.mmipublicrelations.com/white/paper/crisis-management-a-white-paper/ • https://destinationthink.com/crisis-communication-plan/ 	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.	If having an actionable strategy can help mitigate the negative overall travel experience of a visitor then we have been successful.		\$1,000.00	No	
Publicity	Fam Trips	Yes	Glacier Country plans to participate in hosting/co-	According to Adventure Travel and Trade Association, food tourism represents vast opportunity; over one third of global tourism expenditure is	The assistance of an in-region advisory group - formed to develop a strategy to	We plan to follow the		\$2,000.00	No	

hosting familiarization tours for one or more of our identified group markets and trade media. For many years, we have been developing a collaborative and broad-based approach to group travel; group tours, foreign independent travel (FIT), incentive travel, sports, meeting and conventions and bank loyalty.

Each year, in an effort to provide trade media and visiting operators/planners with a firsthand experience of Western Montana, Glacier Country assists and/or hosts various professionals along the way. Glacier Country will continue this effort by using a portion of our budget to coordinate and/host trade professional(s) in regards to their upcoming visit to our region. Oftentimes, we assist them with developing an itinerary and arranging their visit. This program follows the same requirements we use for regular press or group familiarization trips tracking names, affiliated business or publication and any received media or planned itineraries developed and/or booked if provided by business.

on food and beverage products, and tourists are increasingly identifying local food and food experiences as their primary and secondary motivations for choosing specific destinations. ATIA's recent research shows that many adventure operators are already innovating in this industry with their product. Key Findings from this study include:

71 percent of adventure itineraries have an experiential food focus of some kind.

- Local Food Trend Keeps Farms at Center of Tourism Strategies-Skift

For operators offering "high food focus" itineraries, the average reported price per day for such trips was \$472 USO

Cooking classes and visits to wineries, breweries and distilleries were ranked as the top requested activities as reported by tour operators and travel agents.

- The Rise of Lifestyle Branding in Travel
- The_Case_for_Responsible_Travel_2016_Final
- Changing Demographics – Trends that Drive American Travel 2015
- Taste the Adventure _ Adventure Travel Trade Association
- The State of Destination Marketing 2017-Skift
- The State of Content Marketing in Travel 2017-Skift
- The-Experiential-Traveler-Survey-2016
- Decoding The Lucrative U.S. Family Traveler Segment-Skift
- The State of the American Traveler Report – Winter 2017
- Food Tourism Strategies to Drive Destination Spending-Skift
- Inside the Mind of the Gen Z Traveler-Skift
- Local Food Trend Keeps Farms at Center of Tourism Strategies-Skift
- Snapchat and Instagram Strategies for Travel Brands-Skift
- State of Travel Media 2016-Skift

meet the needs of all while balancing the mission and resources of our organization and others - has been of great assistance in FAM trip coordination and facilitation. These tours for group and FIT travel are part of the joint strategy and rationale we all share. Pooling our expertise, time and resources has done nothing but developed a stronger coalition of partners dedicated to this market segment and reaping the diverse and long-term benefits of it.

measurements as required by the rules and regulations. While we do not have direct access to the booking data from these markets, we continue to stress to our partners how important it is we hear when they have signed new or have renewed service contracts. It is also important to know when operators have picked up an itinerary we have pitched and added it to their product catalog or the operators are working directly with any of us on custom itineraries. Montana Office of Tourism and Business Development, Glacier Country and our ever growing group of partners continue to encourage us to continue our efforts and thus we are excited to help broaden our visitor base and extend our visitation to our shoulder seasons.

\$1,650,500.00

Marketing Method Budget

Marketing Segment	Marketing Method	Bed tax funded budget	Non bed tax funded budget
Consumer	Print Advertising	\$31,000.00	
Consumer	Online/Digital Advertising	\$191,000.00	
Consumer	Electronic Adv - Newsletter, E-blast	\$35,000.00	
Consumer	Travel/Trade Shows	\$5,000.00	
Consumer	Webpage Marketing/SEO/SEM	\$80,000.00	
Consumer	Sweepstakes	\$15,000.00	
Consumer	Ad Agency Services	\$139,000.00	
Consumer	Joint Ventures	\$50,000.00	
Consumer	Social Media	\$30,000.00	
Consumer	Multi-Media Marketing	\$160,000.00	
Consumer	Opportunity Marketing	\$5,000.00	

Group Marketing	Group Marketing Personnel	\$741,000.00
Group Marketing	Travel/Trade Shows	\$45,000.00
Group Marketing	Fam Trips	\$25,000.00
Group Marketing	Online/Digital Advertising	\$5,000.00
Group Marketing	Print Advertising	\$5,000.00
		\$138,000.00
Marketing Support	Partner Support	\$35,000.00
Marketing Support	Administration	\$300,000.00
Marketing Support	TAC/Governor's Conference meetings	\$2,000.00
Marketing Support	Professional Development	\$15,000.00
Marketing Support	DMAI	\$5,000.00
Marketing Support	VIC Funding/Staffing/Signage	\$35,500.00
Marketing Support	Superhost	\$6,000.00
Marketing Support	Outreach	\$3,000.00
Marketing Support	Fulfillment/Telemarketing	\$130,000.00
Marketing Support	Research	\$11,000.00
Marketing Support	Printed Material	\$1,000.00
Marketing Support	Partner Support	\$5,000.00
Marketing Support	Digital Asset Management/Aquisition	\$37,000.00
Marketing Support	Promotional Items	\$5,000.00
Marketing Support	Marketing/Publicity Personnel	\$40,000.00
		\$630,500.00
Publicity	Marketing/Publicity Personnel	\$58,000.00
Publicity	PressTrips	\$60,000.00
Publicity	Press Promotions/Media Outreach	\$20,000.00
Publicity	Crisis Managment	\$1,000.00
Publicity	Fam Trips	\$2,000.00
		\$141,000.00
		\$1,650,500.00

Miscellaneous Attachments

File Name	Description	
16-GCT-0112-FY17-Mktg-Plan-Full-Edits-FY18.pdf (9.7 MB)	Glacier Country FY 2018 Marketing Plan Narrative, Budget and Pie Chart	9.7 M
GlacierNationalPark_YTD_Version_1.pdf (16 KB)	Glacier National Park 2016 Visitation Report	16 K
ITRR Nonresident Characteristics 2016.pdf (54 KB)	ITRR Nonresident Characteristics 2016	54 K
Montana Brand Exploration Research - Final Report of Findings V2 - Novme... (004).pdf (3.0 MB)	Montana Brand Exploration Research	3.0 M

Reg/CVB Required Documents

File Name	Description	
2017 3 7 Board Meeting Minutes-Marketing Plan Approval.pdf (50 KB)	Board of director meeting minutes - approval of proposed 2018 marketing plan and budget.	50 KB
Required documents FY18.pdf (26 KB)	Required documents for FY 2018	26 KB