



Application

55917 - FY18 Region/CVB Marketing Plan - Final Application

58739 - FY18 Yellowstone Country Marketing Plan  
DOC Office of Tourism

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Applicant Information

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

### PURPOSE

Yellowstone Country (YC) is a non-profit dedicated to promoting Gallatin, Park, Sweet Grass, Stillwater and Carbon counties, as well as Yellowstone National Park. YC is a year-round destination with countless leisure, cultural and recreational opportunities.

### PRIMARY GOAL

YC's primary goal is to market the "Yellowstone Experience" that can be found throughout the region outside Yellowstone National Park. This is the differentiator that sets the Yellowstone Country (YC) region apart from competitors. Visiting the world's most famous national park is a must for many people, but we want to broaden that experience to encompass what can be found just outside the park.

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

### STRENGTHS

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

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

### CHALLENGES/OPPORTUNITIES

- Inclement Weather Conditions/Natural Disasters-fire, floods, etc.
- Transportation Issues-public transportation, seasonality of service
- Economic Climate - budget cuts
- Infrastructure - always a question when more people come, is the infrastructure sufficient to handle growth
- Crowding/overuse in YNP (real or perceived)
- Shoulder Seasons - weather, amenities/service availability, staffing all have impact
- Opportunity to market shoulder season activities to Montana residents, empty-nesters and singles
- Ability to entice a younger demographic with our endless recreation and rich culture
- Increased air service opens new markets
- Increasing diversity in our visitors including international visitors and urban-based visitors who are not familiar with the outdoors or challenges such as weather, distance, and access

**Optional: Include attachments here**

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

## MONTANA BRAND PILLARS

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

### SPECTACULAR, UNSPOILED NATURE

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

### BREATH-taking EXPERIENCES BY DAY, RELAXING HOSPITALITY AT NIGHT

As the Montana region that borders Yellowstone - America's 1<sup>st</sup> national park - YC is what locals like to call **America's 1<sup>st</sup> Playground**. There's something for both the adventurous and/or those who prefer the "Quiet Side" of the outdoors: hitting the ski slopes & trails, soaking in natural hot springs, camping in any season & in any mode of lodging (tent, RV, Yurt, etc.), and exploring the great outdoors by hiking, mountain biking snowmobiling or even dog-sledding. These are just some of the breathtaking experiences one can find just in YC.

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

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

### VIBRANT, CHARMING SMALL TOWNS THAT SERVE AS GATEWAYS

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

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

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

**INSPIRATION:** Campaign messaging and imagery are specifically designed to address the Inspiration phase to targeted audience segments. **By leveraging YC's tagline - 'Boldly Go' - the Yellowstone Country brand will continue to embody the spirit of visitors.** This messaging inspires visitors and potential visitors to view themselves, and their destination, through the lens of Montana's brand ... free-spirited, adventurous, genuine and captivating.

Press Events in key markets provide a unique opportunity for Orientation & Facilitation, and have proven successful. Targeted marketing campaigns in these key markets, aligning within the same timeframe as the press event, encourage additional conversation. Unique promotional giveaways provide opportunities to keep a top-of-mind presence with attendees.

Local events throughout the YC region provide ample opportunities for creative, inspirational marketing.

Email communication to targeted audiences will promote specific opportunities at critical points throughout the year, allowing for relevant communication to reach the right people.

Social Media supports the Inspiration & Orientation phases as we consistently engage consumers throughout a season or in relation to a specific community, event, attraction or activity. We utilize consistent blog posts to tell the stories of our culture, recreation, people and events and are seeing terrific engagement. Our goal is to continue to strengthen our blog with focused **'power months'** that feature frequent blog posts. We will also explore new social media opportunities, enhancing our fan base. Potential opportunities include: **increased social video content; Snapchat filters; Instagram takeovers, stories and video; Periscope video and chats; Pinterest pins; Facebook Live videos and Canvas.** Finally, we'll incorporate a unique hashtag into outreach to encourage organic discussions around/promotions of the YC brand.

**Perhaps most critical, though, is our continued partnership and alignment of internal and external resources.** We will develop a comprehensive social media plan, lining up internal and external resources to create efficiencies and ROI.

**ORIENTATION & FACILITATION:** The Yellowstone Country website, call center, travel planner and scenic road map are the primary resources for helping travelers with the orientation & facilitation phases, although all have functions during the inspiration phase as well. These resources provide travel information and are designed in a way that helps carry the user through the travel planning process quickly & efficiently.

The newly redesigned website provides a seamless experience for visitors, providing an itinerary builder to facilitate planning while simultaneously gathering information to help target future communications to user's interests.

The new scenic road map helps draw people from Yellowstone National Park into the surrounding areas, offering many possibilities for scenic drives in the region.

Additionally, YC funds 10 Visitor Information Centers throughout the region to ensure visitors' needs are met in all three travel phases. There is additional opportunity for creating engaging, memorable collateral for VICs/CVBs to encourage positive visitor experiences.

**Optional: Include attachments here.**

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

**Primary Geographic Markets for Yellowstone Country:** The key geographic markets (ranked by market size) for all visitors to YC are: New York City, NY; Los Angeles, CA; Chicago, IL; Washington, D.C.; Denver, CO; Dallas-Fort Worth, TX; San Francisco, CA; Atlanta, GA; Minneapolis-St. Paul, MN.

#### Warm Season

New York, NY

Los Angeles, CA

Chicago, IL

Washington, DC

Denver, CO

Dallas-Fort Worth, TX  
San Francisco, CA

Atlanta, GA

### **Cold Season**

New York City, NY

Los Angeles, CA

Chicago, IL

Washington, DC  
Dallas-Fort Worth, TX

Atlanta, GA  
San Francisco, CA

Minneapolis-St. Paul, MN

North Dakota

Saskatchewan, Canada

### **Key Demographic Markets for Yellowstone Country:**

City dwellers (i.e. not rural, not suburban)  
Affluent with a household income over \$80k  
Well-educated  
Married with children

### **Key Psychographic Markets for Yellowstone Country:**

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

### ***b. What are your emerging markets?***

#### **b. What are your emerging markets?**

Emerging market segments include: In-State Residents (and visiting family/friends), Western State Skiers, Motorcyclists, Foodies, Entertainment Seekers, Urban Areas, International Visitors and Direct Market Flights.

#### **In-State Residents**

We will focus on In-State 'staycation' campaigns for Montanans, promoting the spring and fall shoulder seasons. Messaging will encourage locals to take advantage of Montana's beauty and adventure, all while escaping the crowds of peak seasons.

**A subset of the in-state audience is visiting friends and family members.** This group is less likely to require the full spectrum of tourist services (i.e. hotels and restaurants), but very likely to show interest in experiencing Yellowstone Country. Family members visiting students at MSU and UM are a special segment to consider in this group.

#### **Western Ski Audiences**

Direct marketing to skiers who frequent western ski resorts (i.e. Colorado and Utah), in addition to a continued presence in Dallas and Chicago, promoting YC's accessibility and adventure.

#### **Motorcyclists**

Targeted print and digital messaging for motorcyclists, promoting the region's unique and appealing roadways.

#### **Foodies**

Promoting the region's best restaurants to travelers who are interested in fine dining, unique dining experiences and Montana's hospitality.

#### **Entertainment Seekers**

Capitalizing on visitors who are coming to Montana for entertainment purposes (i.e. concerts), encouraging them to extend their visit to include time exploring Yellowstone Country.

#### **Urban Areas**

Marketing campaigns aligning with press events. Selecting urban areas of focus in relation to key markets outlined in Section 3a above.

#### **International Visitors**

Downloadable PDFs of brochures, travel guides, unique landing pages, etc.

#### **Direct Market Flights**

Increasing airport presence to entice travelers to consider Yellowstone Country as their next destination. The BZN Air Transportation Committee partnership continues to work on bringing new and increased air service to the region through planning & marketing

efforts.

*Current Direct Market Flights include:*

Seattle/Tacoma – Alaska Airlines  
Portland – Alaska Airlines

San Francisco - United  
Los Angeles – Delta, United  
Las Vegas - Allegiant

Phoenix - Allegiant  
Salt Lake City - Delta  
Denver – Frontier, United

San Jose – Jet Suite X  
Dallas/Fort Worth – American Airlines

Houston - United

Minneapolis/St. Paul – Delta

Chicago - United

Atlanta - Delta

New York La Guardia – Delta, United

Newark – United

*c. What research supports your target marketing?*

**Destination Analysts, Inc. found the following in its 2016 Montana Brand Exploration Research:**

**“Montana is an aspirational destination, and effectively converting this aspiration to visitation should well benefit the state’s tourism industry.** When asked which of seventeen tested destinations they were likely to visit in the next five years, over one-in-five surveyed travelers selected Montana (21.0%). This level of interest in visiting Montana is notably greater than the rate of past visitation (21.0% vs. 13.8%), suggesting there exists considerable untapped demand.”

**“Of all American destination types, international travelers have the most enthusiasm for U.S. National Parks, presenting Montana’s great potential for attracting international visitors.”**

**“Family travelers are a natural fit with Montana’s travel product, including that available in the Eastern portion of the state.** They are a large and lucrative segment. In the Montana Brand Exploration Survey, approximately one-third, 32.0 percent, of travelers reported having children under the age of 18 in their homes. Like high potential visitors, family travelers index high on outdoor psychographics, have high incomes and would expect to spend more and stay longer in the state than other travelers.”

**“History buffs are also clearly a high-value audience that fits Montana perfectly.** They represent over one-third, 34.7 percent, of the overall population of the state’s key target markets. History buffs score higher on the outdoor psychographic index, have higher incomes and would spend more and stay longer in Montana compared to travelers who are not history buffs. Again, this is a large and lucrative niche segment.”

**“Although retirees are an important current audience for Montana, they are a smaller, lower-value segment.** This group represents approximately 15 percent of the overall population of the state’s key target markets (14.7%). In an environment where limited funds are available to address marketing segments, retirees do not appear to represent a high-value segment. Using all of the data points used to evaluate the other niche segments, retirees are problematic. In short, they are less interested in outdoor experiences while traveling, less excited about Montana, have lower incomes and when reporting about their idea trip to the state, appear to be less likely to be big spenders.”

**“The three core elements ... from an analysis of the data collected in this research are** (1) unique natural encounters without giving up the comforts of modern comfort, (2) comfortable isolation that attracts free-spirited adventurers, (3) a place for entirely new experiences and a place for new ways of experiencing the familiar.”

**“Montana’s beauty is seen as different from that of its competitors.** Its landscapes were described as feeling bigger and more open. As product differentiation is central to developing an effective brand platform, this should be considered a central element of how travelers perceive the state.”

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

The following ITRR data that outlines what visitors were doing while in the region:

- 65% Scenic driving
- 51% Day hiking
- 49% Wildlife watching
- 48% Nature photography
- 32% Recreational shopping
- 30% Car/RV camping
- 26% Visiting historical sites
- 24% Visiting museums
- 21% Visiting local breweries
- 13% Visiting Lewis & Clark sites

- 13% Fishing/fly fishing
- 11% Attending festivals & events
- Followed by river rafting/floating, farmer's markets, birding, skiing/snowboarding, etc.

Additionally, 85% said they plan to return within 2 years, which provides a great opportunity to market additional activities to them.

The **BZN airport** provided the following 2016 data (January 17, 2017): NOTE: See attached 05/04/17 press release regarding expanded service at BZN!

v In 2016, BZN was served by 6 airlines in addition to chartered airline flights: Delta, United, Alaska, Allegiant, Frontier and American. BZN offers seasonal or year-round direct flights from Seattle/Tacoma, Portland, San Francisco, Los Angeles, Las Vegas, Phoenix, Salt Lake City, Denver, San Jose, Dallas/Fort Worth, Houston, Minneapolis/St. Paul, Chicago, Atlanta, New York La Guardia, and Newark.

v BZN is MT's busiest airport & serves as a year-round gateway to YNP, serving 1,107,168 passengers during 2016, an increase of 8.4% over 2015. This marks the seventh consecutive year of record breaking passenger traffic.

BZN is now the 8<sup>th</sup> busiest airport in the Northwest Region (which includes CO, UT, WY, ID, MT, OR & WA) and the 114<sup>th</sup> busiest in the nation in terms of passengers.

Yellowstone Country provides staff funding for 10 VIC's located throughout the region for the warm season Memorial Day-September. As a requirement of the funding, **VIC's compile statistical information** including where visitors are from, how many in the party, primary/secondary reasons for travel to the area & types of activities they participate in, and events they plan to attend. Observations of any specific changes/trends are noted by the travel counselors. The 2016 regional VIC data report shows 507,924 visitors during the 2016 season. 2015 ITRR data specific to West Yellowstone shows that 45% of those interviewed found the VIC the most useful highly used tool while here.

A **National Park Service (NPS) report** shows that in 2016, there were 4,257,177 "visits" to Yellowstone National Park, up 3.89% from 2015 and 21.17% from 2014. (The number of "visits" is always greater than the actual number of individuals who came to the park because people may enter and leave the park repeatedly during a stay in the area.)

**Optional: Include attachment here.**

### **Overall Goals**

#### **GOALS**

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

**Optional: Include attachments here.**

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

#### **a. In what types of co-ops with MTOT would you like to participate?**

YC is looking for additional opportunities to create co-ops impacting direct market flights. For instance, last year, Yellowstone Country worked in cooperation with the air transportation committee (comprised of airport representatives, local partners and MTOTBD) to implement marketing campaigns in targeted markets to increase air service.

This year, we are interested in developing further strategies to partner with MTOTBD to support our marketing efforts and goals from both a seasonality and target audience perspective.

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

Building partnerships with organizations & businesses throughout the region will continue to be a major focus for Yellowstone Country. We expect to have many opportunities to combine marketing efforts to help leverage branding & budgets, within both the public and private sectors.

YC will continue to foster partnerships with other regions and CVBs to allow for a greater impact of marketing efforts through social media, press trips, digital & print advertising and consumer collateral to promote in-state tourism, particularly during shoulder seasons. In FY 17, YC partnered with Glacier Country and Destination Missoula (with great success) and we look forward to identifying additional opportunities inside - and outside - of our region in the future.

Due to scales of economy, many of the seven regional CVBs wouldn't be able to participate in national efforts without YC's partnership. Therefore, it is a primary goal to continue offering creative marketing partnerships with feasible costs to our regional CVBs.

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

Finally, there is great potential in utilizing Arrivist and/or Destination Analysts to hone current marketing strategies and appreciate the greatest return.

Optional: Include attachment here:

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

In FY 17, YC partnered with the regional CVBs to host social media influencers and group press trips targeting the winter product throughout the region. The focus was on the outdoor recreation opportunities, with Recent Trip Advisor co-ops within YC have given the entire region a presence, with the intention of continued growth & development as this platform becomes utilized to an even greater degree.

In FY 17, YC participated in MOTBD's On the Snow, Sojern and Brand USA Joint Venture co-ops. Both campaigns performed well for YC.

Optional: Include attachments here.

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**Marketing Segment, Strategy & Budget**

Marketing Segment	Marketing Method	Does research support this method?	Describe your method.	Supporting research/statistics	Provide a brief rationale.	Plan to measure success?	Marketing Method Evaluation	Estimated budget for each method.	Non bed tax funds?	Add'l Atchmnts
Consumer	Online/Digital Advertising	Yes	<p>The strategy for Digital (and all media placement) is the following:</p> <ol style="list-style-type: none"> <li><b>Setting a Goal</b>—Determining who we are targeting &amp; the desired outcome</li> <li><b>Creating an Effective Message</b>- Awareness, Interest, Desire, and Action</li> </ol> <p><b>BOLDLY GO---the message that embodies everything about a Yellowstone Country experience!</b></p> <ol style="list-style-type: none"> <li><b>Call to Action</b>—drive traffic to the website, social media channels, etc.</li> <li><b>Monitor &amp; Measure</b>-analysis of the placement's effectiveness</li> </ol> <p>Consumer Advertising digital marketing promotes awareness of outdoor recreation activities in Montana's Yellowstone Country region and Yellowstone National Park. Primary focus is winter, followed by warm &amp; shoulder seasonal activities. This campaign will include a national focus, as well as placement in regional drive markets to push seasonal travel and in the metro areas where we have direct flights. Our keyword campaigns will continue in both winter &amp; warm season in order to promote outdoor activities.</p>	<p><a href="http://marketingland.com/10-reasons-digital-advertising-works-brands-108151">http://marketingland.com/10-reasons-digital-advertising-works-brands-108151</a></p> <p><a href="http://www.themeetingmagazines.com/cit/destination-marketing/">http://www.themeetingmagazines.com/cit/destination-marketing/</a></p> <p><b>FY 17 Winter Campaign highlights:</b></p> <p>Digital</p> <ol style="list-style-type: none"> <li>Advanced Audience Targeting Network Programmatic Campaign</li> <li>Low CPM which drives down cost per click</li> <li>Warm season campaign is performing extremely well with a 1.45% CTR and \$.30 CPC</li> <li>Primary traffic driver to campaign landing pages for both winter and warm seasons</li> </ol> <ol style="list-style-type: none"> <li>In-stream Video Winter Campaign</li> <li>:15, :30 and :60 versions</li> <li>Over 2.3 million impressions</li> <li>.32% CTR</li> </ol> <ol style="list-style-type: none"> <li>MOTBD Winter Joint Ventures</li> <li>Sojern and On The Snow</li> <li>Factoring in the 1:1 match, it provided an impressive out-of-pocket CPC of \$1.74 and \$2.24 respectively</li> </ol>	<p>Digital marketing not only has the ability to produce a high ROI, it helps enhance other forms or marketing. Studies have found that digital advertising helps drive perceptions, raises brand awareness and can have as narrow/wide a reach as marketers want. For YC, our digital marketing strategy is to reach a very targeted audience based on a specific activity, and then executed in conjunction with social media, print and broadcast media efforts.</p>	<p>For all marketing efforts, the entire "journey" through the visitation phases will be analyzed: acquisition (what are we doing to attract the visitor- advertising message), behavior (what direction does the messaging take them) and outcomes (what was the impact to the region). Since the main call to action will be to drive them to the website, we will use the following website "traffic metrics" or KPI's for digital campaigns :</p> <p>Digital KPIs (includes social and e-marketing)</p> <ol style="list-style-type: none"> <li>Clicks to web (cost per click CPC)</li> <li>Leads generated (conversions)</li> <li>Click through rate (CTR)</li> <li>New likes/followers (Facebook/Instagram specific)</li> <li>Open rate (email specific)</li> </ol>		\$455,000.00	No	

FY 18 placement:  
**Digital Media**

- **Keyword Campaign:** Google, Facebook, Adtegrity
- **Digital Advertising:** Network display (banner and video creative), advertorial features, regional drive markets, site specific purchases.
- **eNewsletter Campaigns (Example: Bootprints)**
- **Print-key activity specific publications**

Consumer Print Advertising

Yes

The strategy for print advertising is to place highly targeted advertorial and/or display content in key publications that reach a specific audience. Examples: Skiing, biking, snowmobiling

**Advantages of print media advertising:**

**Specific Target Audience:**

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

**Loyal Readerships:**

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

**Special Ad Positioning:**

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

**Credibility:**

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

**Long Life Span:**

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

**High Reach Prospective:**

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

**Glossy Ads:**

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

<https://www.ama.org/publications/MarketingNews/Pages/why-print-matters.aspx>  
<http://colorwise.com/blog/print-today-measuring-advertising-effectiveness/>  
<http://www.inma.org/blogs/research/post.cfm/cross-media-study-shows-print-advertising-has-highest-roi>

FY 17 print highlights:

1. Cooperative Print Spreads
  - a. Two-page spreads with cooperative partner features for winter and warm seasons
  - b. Drove down costs for both YCMI and coop partners
  - c. Top lead-generating publications to date: Midwest Living and National Geographic

Print advertising is still a good investment for YC for the following reasons:

1. Print publications & newspapers have longer shelf life than digital ads.
2. Print ads, especially advertorial that has both imagery and tells a story, provides inspiration and aids facilitation during the travel phases.
3. Print helps raise brand awareness through visual, targeted messaging, with ability to have continuity of content.

The primary objective for print advertising is to raise brand awareness. Measuring the success we will be looking at overall metrics such as website visitation, social media engagement, as well as requests for additional information.

Print KPIs

1. Inquiries/leads (through call center data and reader service)

2. Circulation/readership

\$25,000.00

No

Consumer	Photo/Video Library	Yes	<p>Using visual content for the website, social media and in advertising efforts provides an opportunity to help visitors conceptualize the type of experience they can have, and helps us to differentiate the Yellowstone Country product/experience from what other DMOs offer.</p> <p>Great imagery and video content helps to build brand awareness, as people are more apt to share information that includes these elements. The FY 18 emphasis is obtaining imagery/video to enhance the website content and for use in both social and broadcast media campaigns through an integrated approach. Our strategy is to use the following guidelines for all visual content:</p> <ol style="list-style-type: none"> <li>1. Look Good-images &amp; videos must depict what makes the region so spectacular!</li> <li>2. Engage the Audience-show the audience the possible experiences: dining, recreation, arts &amp; culture, etc.</li> <li>3. Leverage imagery/video content for SEO purposes on the website.</li> </ol>	<p><a href="https://www.forbes.com/sites/forbesagencycouncil/2017/01/05/seven-marketing-investments-you-should-consider-in-the-new-year/#4bb2c89961fa">https://www.forbes.com/sites/forbesagencycouncil/2017/01/05/seven-marketing-investments-you-should-consider-in-the-new-year/#4bb2c89961fa</a></p> <p><a href="https://www.treksoft.com/en/blog/six-strategies-for-dmos-experience-driven-marketing">https://www.treksoft.com/en/blog/six-strategies-for-dmos-experience-driven-marketing</a></p> <p><a href="https://www.dreamgrow.com/8-reasons-why-your-business-should-use-video-marketing/">https://www.dreamgrow.com/8-reasons-why-your-business-should-use-video-marketing/</a></p>	<p>Studies show more travellers are wanting an experience that helps them connect to history, people and culture of the place they are visiting.</p> <p>Additionally,</p> <ol style="list-style-type: none"> <li>1. Video can help increase conversion rates on landing pages.</li> <li>2. Helps inspire brand engagement.</li> <li>3. More cost effective to maintain our own video/photography assets than to purchase individually for limited usage.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reduction in leased, limited usage fees.</li> <li>2. Increase in YC "stock" videos &amp; images that can be used broadly for both advertising and marketing resources such as social media channels and website.</li> </ol>		\$25,000.00	No	
Consumer	Website/Internet Development/Updates	Yes	<p>This segment encompasses three different components of website development.</p> <ol style="list-style-type: none"> <li>1. <b>Content Strategy.</b> Our continuing focus in FY17 is to continuously build content to give visitors a reason to return to VisitYellowstoneCountry.com. This content will live on the website, as well as being pushed through our social media channels.</li> <li>2. <b>Technology upgrades</b> are also critical for SEO and will allow for addition of new pages, graphic design enhancement, database development, project management, consulting, site analysis, and new hardware, software or network enhancement purchases as required, photos, video, &amp; text, testing &amp; implementation, social media website development and integration with existing website.</li> <li>3. <b>Site management &amp; maintenance</b>-would include electronic database creation and maintenance, regular content/photo/video updating, website performance tools &amp; reports, adding to media &amp; content libraries, link review &amp; changes, test &amp; troubleshoot, training &amp; technology assistance as needed, interface with MTOT and other tourism related organizations.</li> </ol>	<p><a href="http://www.resourcencation.com/article/why-you-should-invest-quality-website/">http://www.resourcencation.com/article/why-you-should-invest-quality-website/</a></p> <p><a href="https://skift.com/2013/08/26/travelers-visit-38-sites-before-booking-a-vacation-study-says/">https://skift.com/2013/08/26/travelers-visit-38-sites-before-booking-a-vacation-study-says/</a></p> <p><a href="http://www.academia.edu/6135181/IMPORTANCE_OF_DMO_WEBSITES_IN_TOURIST_DESTINATION_SELECTION">http://www.academia.edu/6135181/IMPORTANCE_OF_DMO_WEBSITES_IN_TOURIST_DESTINATION_SELECTION</a></p> <p><a href="http://travel2dot0.com/destinationmarketing/who-is-the-average-dmo-website-visitor/">http://travel2dot0.com/destinationmarketing/who-is-the-average-dmo-website-visitor/</a></p>	<p>Consumer behaviour studies show that consumers gather information from various sources, both internal and external and that websites are a valuable source of information for travelers when planning their trips. At various stages of planning a trip people are looking for different types of information, so websites play a vital role in the inspiration, facilitation &amp; orientation phases of trip planning. A great website can provide visitors with an actionable inspiration.</p>	<p>Increase in organic traffic.</p> <p>Increase in returning visitors.</p> <p>Increase in goal conversions (strategic exits to partner sites, downloading travel planner.)</p> <p>Increased engagement.</p>		\$50,000.00	No	

Consumer	Travel Guide	Yes	<p>The YC travel planner is intended as a resource for all three trip planning phases: Inspiration, Orientation &amp; Facilitation. In keeping with the Montana brand platforms, the travel planner serves as an image rich INSPIRATION/MOTIVATION piece and the content aids in the orientation &amp; facilitation phases.</p> <p>The new regional travel guide will be a 2-year version, and the content will be engaging &amp; experiential experience focused--more of an activities guide that helps them decide the places to go based on what it is they want to do.</p>	<p><a href="http://independenttravelcats.com/2013/08/06/travel-research-are-travel-guidebooks-still-useful-in-the-digital-age/">http://independenttravelcats.com/2013/08/06/travel-research-are-travel-guidebooks-still-useful-in-the-digital-age/</a></p> <p><a href="http://www.independenttraveler.com/blog/index.php/2010/09/20/are-guidebooks-really-dying/">http://www.independenttraveler.com/blog/index.php/2010/09/20/are-guidebooks-really-dying/</a></p> <p><a href="http://tripologist.com/discuss/do-we-need-travel-guidebooks/">http://tripologist.com/discuss/do-we-need-travel-guidebooks/</a></p> <p><a href="http://www.cmpublishing.ca/modern-visitor-guides-arent-about-places-to-go/">http://www.cmpublishing.ca/modern-visitor-guides-arent-about-places-to-go/</a></p> <p>According to Roger Brooks, renowned DMO &amp; travel consultant:</p> <ul style="list-style-type: none"> <li>• What they need and expect • Information and attractions and amenities • Maps and directions • Travel tips and ideas</li> <li>• Dining, events and accommodations • Recreation • Entertainment • Tours • Details! Details! Details! – Not general information – they want details</li> <li>• Key fact: if they request a copy, you're in • They will use it to plan their visit • 79% already decided to visit: they use the guide for travel planning • Not being used to make the sale • Here is WHY they want your guide – To plan their trip – To bring with them as a true "guide" – For trip inspiration</li> <li>• Once they have your guide in hand • 70% actually travel to the destination • 70% request it as "vacationers" – staying in local lodging • 20% have not made a final decision on you • 71% increase their stays as a result of the guide • 80% use it as a planning resource</li> </ul>	<p>Based on the # of requests from visitors, reports from the distribution managers, and the feedback from Visitor Information Centers, the printed YC guide is still an integral component of our marketing effort--both for trip planning and for use in helping to turn a "bucket list" of things to see &amp; do into an actuality. With the focus being on Things to Do, the guide will help provide relevant information to our target demographic &amp; psychographic audiences:</p> <ul style="list-style-type: none"> <li>– Kids and family</li> <li>– The great outdoors/recreation</li> <li>– Photography and wildlife</li> <li>– Culinary experiences</li> <li>– Weekend/weekday getaways</li> <li>– History</li> <li>– Nightlife and entertainment</li> <li>– The arts (performing, visual, artisans in action)</li> </ul>	<p>The objectives for the travel planner are to provide inspiration to visit the region and to provide a resource that pushes potential visitors to a specific behavior response: booking a trip, visiting specific sites, communities, attractions, etc. once they have arrived. We will analyze the distribution channels (Certified racks, bulk orders through Chambers/VICs/businesses, direct inquiries, pdf downloads from the website, and website guest book requests) to determine if the travel planner is being used as intended.</p>	\$145,000.00	No	
Consumer	Joint Ventures	Yes	<p>YC will be seeking JOINT VENTURE marketing opportunities across specific target psychographic, geographic &amp; demographic markets. This would include cooperative advertising partnerships with MTO/TBD &amp; other Region/CVBs. According to the recent work by Destination Analysta, Inc. for MOTBD, visitors to the state are outdoor-oriented, and YC would look to focus our marketing partnerships on the three specific niche markets identified by DA: family travelers, history buffs and winter enthusiasts.</p>	<p>FY 17 Cooperative Advertising highlights:</p> <ol style="list-style-type: none"> <li>1. In-flight Media <ol style="list-style-type: none"> <li>a. :90 in-flight video for United Airlines, American Airlines and Virgin America</li> <li>b. Promoting winter campaign</li> <li>c. Over 5.7 million views</li> </ol> </li> </ol>			\$100,000.00		
Consumer	Printed Material	Yes	<p>Yellowstone Country will reprint a postcard size, expandable scenic road trip map to help promote travel outside Yellowstone National Park and into the communities within our region. Initial requests since the implementation of the mapguide as a fulfillment pie in spring 2017 has been significant.</p> <p>The strategy behind the map is to provide a visual, cost-effective print piece for distribution--it will not yet totally replace the regional travel guide, but as a cost-effective alternative piece, YC will be able to move to a bi-annual travel guide, thereby reducing the cost of the publication significantly.</p>	<p>Yellowstone Country's agency Windfall conducted and gathered research from local and regional CVBs and VICs to see which travel collateral pieces were requested and picked up most frequently. They also asked the top interests of callers.</p> <p><b>Visitor FAQ</b></p> <ul style="list-style-type: none"> <li>• Directional: How do I get to the park? How far is it to the park?</li> <li>• Activity based: What is there to do outside the park? What are some communities outside the park? Where are the hiking/biking/ATV trails?</li> <li>• Where can I get cell service or Wi-Fi?</li> </ul> <p><b>How are visitors using the guide?</b></p> <ul style="list-style-type: none"> <li>• Visitors pick up travel guides specifically for activity ideas and maps.</li> <li>• "Anything Yellowstone"</li> <li>• Love smaller maps that are easier to carry with around.</li> </ul>	<p>The map will serve as a call to action in our warm season FY17 advertising campaign. It will encourage people to call or visit our website to request the map. It will build our inquiry database for future marketing communications.</p> <p><b>GOALS</b></p> <ul style="list-style-type: none"> <li>• Additional tool for visitors</li> <li>• Highlight Scenic Drives</li> <li>• Beartooth Highway</li> <li>• Paradise Valley Scenic Loop</li> <li>• Gallatin Canyon</li> <li>• Yellowstone National Park</li> <li>• Lake Loop</li> </ul>	<p>Map requests will be carefully monitored by our agency and contact center to determine which marketing efforts work best to promote the map. CVB and VIC pickup rates and restocking requests will also be carefully monitored to measure success for the project.</p>	\$35,000.00	No	

					<ul style="list-style-type: none"> <li>Absarokee Loop</li> <li>Highlight off the beaten path communities, attractions, State Parks, trails, recreation areas and more.</li> <li>Inspirational content and photos on backside.</li> <li>Not time sensitive</li> </ul> Folds down to postcard size for easy storage and mailing						
Consumer	Electronic Adv - Newsletter, E-blast	Yes	<p>Direct marketing campaigns will be highly targeted and integrated, Email marketing will allow YC to build relationships by providing the right information at the right time directly to people who already have made a connection to the region. We will use informative content &amp; great imagery for inspiration and to depict an experience.</p>	<p>FY 17 highlights:</p> <p>E-marketing</p> <ol style="list-style-type: none"> <li>Northwest Travel Email Newsletters             <ol style="list-style-type: none"> <li>Featured photo, content and links within email newsletter and on the website</li> <li>Fall and winter campaigns                 <ol style="list-style-type: none"> <li>2.12% average CTR</li> </ol> </li> </ol> </li> <li>SnoWest Email Newsletters             <ol style="list-style-type: none"> <li>Snowmobile specific readership</li> <li>Custom blast</li> <li>Average CPC \$3.76</li> </ol> </li> <li>Glacier Country List Email Newsletter             <ol style="list-style-type: none"> <li>Custom blast to 40,000</li> <li>CPC of \$2.72</li> </ol> </li> </ol> <p><a href="https://blog.bufferapp.com/8-effective-email-strategies-backed-by-research">https://blog.bufferapp.com/8-effective-email-strategies-backed-by-research</a></p> <p><a href="https://www.forbes.com/sites/steveolenski/2014/09/26/email-marketing-most-effective-mobile-marketing-most-difficult/#23249ecd3e28">https://www.forbes.com/sites/steveolenski/2014/09/26/email-marketing-most-effective-mobile-marketing-most-difficult/#23249ecd3e28</a></p> <p><a href="https://www.inc.com/peter-roesler/study-shows-email-marketing-still-popular-and-effective-with-millennials.html">https://www.inc.com/peter-roesler/study-shows-email-marketing-still-popular-and-effective-with-millennials.html</a></p>	<p>Email is effective because it's permission-based. The people on our email list have opted in to receive messages. Email marketing makes sense because it's usable on multiple devices and can include social media, online video and other marketing elements all within one content-rich marketing message.</p>	<p>TC will use one/more of the following KPIs to analyze &amp; measure the success of direct email campaigns:</p> <ol style="list-style-type: none"> <li><b>Total Sales</b></li> <li><b>Conversion Rate</b></li> <li><b>Click Rate</b></li> <li><b>Unique Open Rate</b></li> <li><b>Unsubscribe Rate</b></li> <li><b>Bounces</b></li> <li><b>Site Traffic</b></li> </ol>			\$28,000.00	No	
Events	Press Promotions/Media Outreach	Yes	<p>Media Outreach &amp; Press Events in key markets provide YC an opportunity to complement the paid media campaigns in the same markets simultaneously. The strategy behind our press events is to engage directly with targeted press to inform them about what the Yellowstone Country region has to offer by interacting in a conversational way. We will also use promotional giveaways to help keep brand awareness forefront following the event and encourage social media interaction during the actual events.</p>	<p>Hosting a media event is a new endeavor for YC, and to-date we've held one, (with another scheduled in June 2017 in Chicago), so we don't yet have a host of statistical information to show these are a good ROI for us, but YC held a Dallas press event in January 2017 promoting the winter experience and the new American Airlines direct flight to BZN. Key social media, broadcast, print &amp; digital press people in the Dallas metro area were invited to the event; attendance was between 40-50, despite the less than ideal weather conditions Dallas was experiencing at that time (although ideal for promoting the winter experience in MT!). To-date, the results have met expectations. This event facilitated relationships with some key travel writers, media outlets, and influencers and piqued their interest in travel to Yellowstone Country. We will maintain contact and utilize these relationships to promote the direct flight and the winter market in Dallas. We consider this event a success because of the great turnout and the interest from attendees in future stories and opportunities with YCMI.</p>	<p>Given the follow-up and established relationships taking place after the Dallas event, and the journalistic interest in the Chicago event (still in the planning stages), YC feels the media outreach/events are a sound investment for us when we can raise brand awareness, promote the direct flights into the region, and partner with regional businesses &amp; CVBs to promote specific activities and communities.</p>				\$30,000.00	No	
Marketing Support	Administration		<p>The Administrative budget is the operations budget that allows us to pay wages, operate an office, buy equipment &amp; conduct business as an organization.</p>						\$150,000.00	No	
Marketing Support	Opportunity Marketing		<p>OPPORTUNITY marketing projects will be identified &amp; implemented for specific target psychographic, geographic &amp; demographic markets. This would include cooperative marketing ventures with private and/or public partners that meet the overall goals, objectives &amp; strategies identified in YC's marketing plan.</p>						\$15,000.00	No	
Marketing Support	Fulfillment/Telemarketing	No	<p>This budget supports distribution of YC's printed materials to non-resident and resident visitors, toll-free phone service, shipping and postage. As the primary means of distribution to both regional</p>	<p>In relation, Montana Office of Tourism in past research reporting of its own showed as high as 30% increase in visitation from travelers able to make contact with the call center or visitor information resources live or via live chat. The call center provides a time tested resource to receive inquiries and visitor/campaign results opportunities and manage that information into global campaign research on effectiveness but also future adjustments to the brand, marketing campaigns, advertising creative, public relations, and much more.</p>	<p>YCMI is spending a large investment of dollars on consumer advertising, visitor guides, website, and other marketing tools. Fulfillment is a necessary support</p>	<p>Distribution of the travel planner through the various distribution methods will be tracked &amp; analyzed. This includes distribution to out-of-state locations on Certified Folder routes</p>			\$70,000.00	No	

outlets and identified out-of-state hubs, YC contracts with Windfall, Inc to operate a call center for the region and fulfill requests for the travel guide and mapguide. Additionally YC may contract with distribution companies such as Certified Folder Services & CTM Media to distribute printed materials in key market locations and to fulfill bulk order requests.

Beyond the customer service and potential boost to actual visitation, the call center program for YCMI would provide a centralized database where all inquiries would be stored and managed and pulled together into marketing campaign research on results and travel interests and trends. The YCMI call center will make sure reader service, calls, chats, email, guestbook from website, and all other leads are entered into a central database where all marketing information is stored to provide quality reporting and marketing data to utilize to plan future advertising campaigns, adjust content to visitor needs in visitor guides and on the website, as well as email outreach efforts.

The YCMI call center provides live online counseling assistance in terms of learning more about visitors responding to ads in print and online, size of travel groups, timing of visits, and have provided additional ideas and itinerary support to extend stays and move visitors around the region potentially to lesser known tourism communities and attractions.

The call center is also used to monitor social media feedback, complaints, visitor stories, photos, and more that can be addressed by the region to boost the brand and extend marketing efforts. They will also provide reporting on frequently asked questions and trending visitor interest topics that can be shared with the region as well as VICs. The YCMI call center database will provide improved monthly reporting on campaign success as well as deeper data on visitors.

The call center is an integral service piece to the overall marketing program YCMI and has allowed for significant improvement in reporting, fulfillment processing time, and capturing visitor data essential to helping build a successful marketing strategy for the region.

function for all the marketing programs; printed materials distribution, toll-free line, shipping postage are all integral parts of running the business. The distribution program is a support resource to track inquiries and visitor/campaign results opportunities and manage that information so we can measure effectiveness & make future adjustments to the brand, marketing campaigns, advertising creative, public relations and print materials.

(Denver, Pocatello/Idaho Falls, Salt Lake City, Seattle) and CTM routes (Minn/St. Paul, Chicago, St. Louis, Kansas City and Milwaukee), in the state rest areas, along Certified's in-state Yellowstone route, through the 10 regional VICs, local Chambers and through the call center, which tracks direct inquiries to the office, guest book sign-ups on the website and for the consumer advertising campaigns.

Marketing Support

VIC Funding/Staffing/Signage

The regional VICs are a vital component of YC's efforts to entice travelers to visit, stay longer and do more while in Montana. The number of travelers stopping at regional VICs is significant; many people are stopping at community VICs as they move through the state, not just at the main entry points. VIC travel counselors cite that visitors often indicate they find the first-hand information they receive at the centers to be the most valuable travel resource once they are in the area. This program allows chambers the opportunity to operate more hours, employ travel counselors who are trained & knowledgeable about the region, and to provide information assistance. More and more visitors use the Internet for trip planning; however, once on the ground,

The total # of visitors assisted during the 2015 funding period (Memorial Day weekend-Labor Day 2016) increased 20% from 2015, serving 500,000+ visitors in the 10 regional VICs. Some of the increase can be attributed to the increased visitation to Yellowstone National Park & gateway communities due to the NPS Centennial events & the national Find Your Park campaigns.  
[http://scholarworks.umt.edu/cgi/viewcontent.cgi?article=1094&context=itr\\_pubs](http://scholarworks.umt.edu/cgi/viewcontent.cgi?article=1094&context=itr_pubs)

The VIC program is an integral part of YC's overall marketing effort & continues to be very successful. *Tourist information center acts as one of the most important communication channels with which to attract and educate travelers about the benefits of visiting the state.* VIC's provide key support for visitors to the region by offering a variety of services and support both prior to travel to the destination and once they arrive

Primary objective for this program is to provide information services to the visitors both before and after arrival. VIC's are a key component for all three phases of trip planning, especially the orientation & facilitation phases. Visitor numbers and satisfaction are key performance/success metrics in helping determine each year if funding the VICs are a viable use of marketing dollars. YC analyzes the VIC report provided by each participating entity annually, and uses that information & data to set the guidelines for the program, as well as to help determine target geographic demographic markets.

\$120,000.00

No

they want to have local knowledge and interaction to help them have the best experience possible. Although not a conventional use of promotion & marketing dollars, this project is a good use of our funds since it allows us to provide a tangible benefit for visitors, as well as giving YCMI an opportunity to leverage partnerships with the local chambers/communities. Having on-site, trained travel counselors is a vital support service, working in conjunction with our marketing campaigns to help showcase the multitude of unique attractions, scenery, events and properties in the regional communities.

**What Visitor Information Centers Can Provide:**

- Personal interaction and engagement with visitors
- Display Brochures, rack cards, guidebooks & other printed material
- Offer a Taste Community -What better way to sell your destination than one-on-one interaction with the traveler.
- Dining & Lodging Information for visitors
- Crucial travel information such as road closures, fires, floods, etc.

Research has shown that cultural tourists "tend to be older, better educated and earn more money than the travelling public as a whole" and "generally spend more money on holiday, stay longer in a particular area and participate in more activities than other tourists."

As part of our commitment to partners, YC's strategy for the Cultural Tourism grant program is to provide regional communities with financial & marketing support for culinary, sporting, musical, & heritage activities, and/or lifestyle culture the community is promoting. For example, the advent of Brewfests in so many MT communities is a lifestyle culture event. These events help raise brand awareness of the community & region, but provide economic benefit to the area.

<http://culturaltourism.thegossagency.com/cultural-tourism-whitepaper/>

According to the Travel Industry Association of America, roughly eighty percent of the 150,000,000+ adults who travel more than fifty miles from their homes can be considered "cultural tourists." Thirty percent of adults state that specific arts or a cultural or heritage event influenced their choice of destination on their last trip. Cultural tourism and the interest in culture among travelers—particularly affluent, active, and frequent travelers—is on the rise.

<http://www.oecd.org/cfe/tourism/theimpactofcultureontourism.htm>

According to the case study findings published in the Impact of Cultural on Tourism "Cultural Tourism is one of the largest and fastest-growing global tourism markets. Culture and creative industries are increasingly being used to promote destinations and enhance their competitiveness and attractiveness. Many locations are now actively developing their tangible and intangible cultural assets as a means of developing comparative advantages in an increasingly competitive tourism marketplace."

In 2015/16, YC provided grants for eight community events and/or cultural happenings/projects in the region: Livingston Hoot, Gardiner NPS Centennial Celebration, Reed Point electronic signage promoting signature events such as Running of the Sheep & Yellowstone Boat Float, Sweet Grass County Fest, Livingston-Park County Days, Livingston Tap into Montana Brewfest and Big Sky Arts Council destination video.

In 2017, YC has approved four Cultural Tourism grants to-date: Big Timber Fiber Fest, Big Sky Music in the Mountains, Red Lodge Songwriters Festival and Livingston Tap into Montana Brewfest.

Linking tourism with heritage and culture can do more for local economies than promoting them separately. That's the core idea in cultural heritage tourism: save your heritage and your culture, share it with visitors, and reap the economic benefits of tourism. Additionally, promoting both the heritage & cultural assets in conjunction with outdoor recreation opportunities shows potential visitors the wide spectrum of activities in the region, thereby encouraging doing more and staying longer.

**Economic benefits** – Cultural Tourism can provide direct benefit to the business community, such as lodging, dining, shopping, etc. Visitors' expenditure generates income for the local community.

**Social benefits** – Cultural Tourism can bring about a real sense of pride and identity to communities by showcasing distinct characteristics of ways of life, history and culture in an area.

- Increase in attendance at community events
- Increase in revenues for community businesses
- Expansion of the product/offering—events continue to grow and have more to offer visitors
- Events become self-sustaining and/or become a "signature event"

\$50,000.00

No

Marketing Support

Cultural Tourism

Yes

Marketing Support	Research	Yes	<p>The research strategy is geared toward "getting to know" the visitor; drilling down to find out more about who is coming, why, when, where and doing what while they are here. The implementation of some very specific research projects will help YC to better market to visitors.</p> <p>Research projects will be focused on these outcomes:</p> <ul style="list-style-type: none"> <li>Define the people who are the region's visitors</li> <li>Help define how best to advertise to the target market</li> <li>Help define our competitive edge</li> </ul>		<p>Research is powerful business tool to understand people's behaviors and the cause and effect those behaviors have on travel decisions. Research brings another voice to the conversation—the target audience's—that is objective, free of organizational bias and can be used for planning and for evaluating purposes.</p>	<p>Success will be measured by having useful, relevant data for developing and/or revising both short-term &amp; long-term marketing strategy.</p>	\$27,000.00	No	
Marketing Support	Promotional Items	Yes	<p>YC will produce promotional items &amp; materials to be used in conjunction with hosted press trips and media outreach/events. We want to make sure that the cost of producing the right promotional product will achieve levels of recall that isn't always doable with general media advertising.</p> <p>The strategy used for deciding what and/or how much will be based on the following criteria for these items:</p> <ol style="list-style-type: none"> <li>Are they a good fit for the YC brand?</li> <li>Are they functional?</li> <li>Do they provide a "splash" factor?</li> </ol> <p>Additionally, YC may produce event support materials such as signage, table covers, banners, etc. as needed.</p>	<p><b>Create lasting awareness</b> Research from the Promotional Products Association International (PPAI) in the USA shows that 62% of people remember the name and details associated with a specific promotional product. "A good promotional item should become an ongoing reminder of your brand, every day that it is used. Brand awareness &amp; loyalty can result from the use of a promotional item, creating an immediate appreciation and gratitude that forges a positive link. By including your contact details on a product, new customers are also more likely to call you as you are at such easy reach. It's a great long-term business card!"</p> <p><b>Five bits of wisdom for tradeshow and/or event promotional items/giveaway:</b></p> <ol style="list-style-type: none"> <li>"Make sure your giveaway makes sense to your brand and isn't overused as a giveaway."—<i>Jennifer Seyler</i></li> <li>"Give them something YOU-branded that they will use after the show is over."—<i>Paula Ledbetter Sellergren</i></li> <li>"Smart, engaging, creative choices that engage the audience's imagination, trigger a memory your brand promise, that are practical and useful within your industry are the best bets for effective giveaways." —<i>Dave Poulos</i></li> <li>"Choose something useful or practical that has the potential to be put into everyday use." —<i>Jay Veltz</i></li> <li>"Be sure that what you select has a long shelf life and the quality is there, even if it means paying a little more." —<i>Barbara Sanner</i></li> </ol> <p><a href="https://blog.epromos.com/trade-show-event-attraction-promos/guide-to-custom-trade-show-giveaways/">https://blog.epromos.com/trade-show-event-attraction-promos/guide-to-custom-trade-show-giveaways/</a> <a href="https://www.qualitylogoproducts.com/blog/21-promotional-products-posts/">https://www.qualitylogoproducts.com/blog/21-promotional-products-posts/</a></p>	<p>Out of sight, out of mind — leaving event attendees with not only our advertising message, but good promotional products can effectively spearhead them to follow up and build a relationship with us. Using promotional items at media events &amp; press trips will add personal value to YC's general marketing message.</p>		\$5,000.00	No	
Publicity	Social Media	Yes	<p>We are continuing to increase our presence on social media sites. The overall strategy is a 3-step process/guidelines:</p> <p><b>Step #1: Assessment-evaluate where we are, where we want to go and what the wins will be along the way.</b> Determine who our audience is, and what their needs, wants &amp; challenges are.</p> <p><b>Step #2: Implementation-execution.</b> Determine who, when, where, how.</p> <p><b>Step #3: Monitor, Measure, Momentum-</b>use analysis tools to adjust the strategy as necessary</p> <p>We have expanded our content strategy, increasing the number of blog posts which are then pushed out through social media. Engagement with these posts has been significant, with some posts generating an average of 5 minutes on the site. In FY17, visits to the blog totaled 20,956.</p> <p>Our social media channels are also used to support our CVB's and other tourism partners by promoting their events and sharing their blogs and other social media posts. CVB directors and partners are accustomed to sending us information in advance, which has created a very symbiotic relationship.</p>	<p>Our social media engagement continues to increase and we are putting a bigger emphasis on expanding the channels and frequency as well as incorporating strategic content.</p> <p>FY 17 paid Social Media highlights:</p> <ol style="list-style-type: none"> <li>Facebook Likes Campaign <ol style="list-style-type: none"> <li>Annual campaign to increase likes</li> <li>Averaging less than \$.20 per like</li> <li>Winter campaign alone drove over 16,000 new likes</li> </ol> </li> <li>Winter Clicks to Website Ads <ol style="list-style-type: none"> <li>Facebook and Instagram ads to promote winter campaign/contest</li> <li>Over 8,000 clicks with a CPC of \$.31</li> </ol> </li> </ol> <p><a href="http://zeendo.com/info/real-examples-of-good-social-media-strategies-from-big-brands/">http://zeendo.com/info/real-examples-of-good-social-media-strategies-from-big-brands/</a> <a href="http://www.phocuswright.com/Travel-Research/Social-DMOs-The-State-of-Social-Media-and-Destination-Marketing">http://www.phocuswright.com/Travel-Research/Social-DMOs-The-State-of-Social-Media-and-Destination-Marketing</a></p>	<p>Social Media is an integral component of the overall marketing strategy; it supports the Consumer Advertising &amp; Publicity/Public Awareness campaigns, and has proven to be a very effective way to not only push information out in a timely manner, but allows us to engage with both potential new visitors and repeat visitors.</p>	<p>The objectives for social media center around advocacy &amp; awareness: Are people affected, are they aware of and are they using the content?</p> <p>Continue to analyze the relevant website, blog, FB &amp; Twitter statistics to monitor growth, trends and areas that need improvement. This analysis would include reviewing data from the following categories:</p> <p><b>Distribution</b></p> <ul style="list-style-type: none"> <li>Followers</li> <li>Fans</li> <li>Number of mentions</li> <li>Reach</li> <li>Social bookmarks (SumbleUpon, Delicious)</li> <li>Inbound links</li> <li>Blog subscribers</li> </ul> <p><b>Interaction</b></p> <ul style="list-style-type: none"> <li>Followers engage, spread the message and interact with each other</li> <li>Retweets</li> <li>Forward to a friend</li> <li>Social media sharing</li> <li>Comments</li> <li>Like or rate something</li> <li>Reviews</li> <li>Contributors and active contributors</li> <li>Pageviews</li> <li>Unique visitors</li> </ul>	\$40,000.00	No	

- Traffic from social networking sites
- Time spent on site
- Response time

**Influence—branding success**

- Satisfaction
- Sentiment positive, neutral or negative
- Number of brand evangelists

**Publicity & Public Relations Strategy:**

- **Clearly identify the audience**
- **Engagement Message**—tell the story in a way that engages the audience
- **Goals**- Generate interest, buzz, viral spread, thereby increasing brand awareness & value

The goals for the publicity program include generating editorial placement within travel media outlets, including newspapers, consumer publications, travel trade media, broadcast outlets and the Web. The primary objective for press trips and publicity efforts is to increase brand awareness of Yellowstone Country as a premier travel destination. Although travel bloggers are becoming more the norm than the traditional "travel writer", press trips are still a viable option for showcasing a specific place, attractions or theme.

The Yellowstone Country press trips are coordinated to tell a story about the vast recreational, cultural and historical opportunities in Yellowstone Country. The overall goal is to augment our advertising efforts by going a step further to reach potential visitors. Travel journalists help tell our story in a much more personal fashion than just traditional advertising media alone. This venue creates the extra "bang for the buck," to highlight key vertical markets, such as culture, community festivals & events and outdoor recreation.

In 2016, YC assisted 6 MTOT individual & group press trips and 3 social media influencers. These journalists were on assignment or freelancing stories regarding outdoor recreation activities, which is the primary focus of YC marketing campaigns.

In winter 2016/17, Yellowstone Country hosted 2 group press trips and 3 social media influencers promoting the winter experience throughout the region.

Working with the media is an important way for Yellowstone Country to tell our story; it helps personalize the experience for visitors and supports the consumer advertising campaigns. This is part of the inspiration phase, but also serves a purpose as part of the orientation phase.

The objective is to increase brand awareness through storytelling.

We can measure success through publicity values, but also through the following KPIs:

- Did we reach the target audience?
- Did it build awareness of our destination and/or specific activity?
- Reach & social engagement
- Lead generation by content, channel, and initiative.
- Quantity & quality of coverage
- # of articles produced

\$30,000.00

No

\$1,400,000.00

**Marketing Method Budget**

Marketing Segment	Marketing Method	Bed tax funded budget	Non bed tax funded budget
Consumer	Online/Digital Advertising	\$455,000.00	\$0.00
Consumer	Print Advertising	\$25,000.00	\$0.00
Consumer	Photo/Video Library	\$25,000.00	\$0.00
Consumer	Travel Guide	\$145,000.00	\$0.00
Consumer	Website/Internet Development/Updates	\$50,000.00	\$0.00
Consumer	Printed Material	\$35,000.00	\$0.00
Consumer	Electronic Adv - Newsletter, E-blast	\$28,000.00	\$0.00
		\$763,000.00	\$0.00

Marketing Support	Research	\$27,000.00	\$0.00
Marketing Support	Administration	\$150,000.00	\$0.00
Marketing Support	Joint Ventures	\$100,000.00	\$0.00
Marketing Support	Fulfillment/Telemarketing	\$70,000.00	\$0.00
Marketing Support	Opportunity Marketing	\$15,000.00	\$0.00
Marketing Support	VIC Funding/Staffing/Signage	\$120,000.00	\$0.00
Marketing Support	Cultural Tourism	\$50,000.00	\$0.00
Marketing Support	Promotional Items	\$5,000.00	\$0.00
		\$537,000.00	\$0.00
Publicity	Social Media	\$40,000.00	\$0.00
Publicity	PressTrips	\$30,000.00	\$0.00
Publicity	Press Promotions/Media Outreach	\$30,000.00	\$0.00
		\$100,000.00	\$0.00
		\$1,400,000.00	\$0.00

**Miscellaneous Attachments**

File Name	Description	File Size
Expanded service at Bozeman Yellowstone International Airport.pdf (88 KB)	BZN Airport press release 5/5/17	88 KB
FY 18 YC BUDGET PIE CHART 5-17.docx (92 KB)	YELLOWSTONE COUNTRY FY 18 BUDGET PIE CHART	92 KB

**Reg/CVB Required Documents**

File Name	Description	File Size
BM Minutes 4-18-17.doc (77 KB)	meeting minutes approving the FY 18 plan & budget	77 KB
FY 18 Marketing plan docs 5-17.pdf (481 KB)	marketing plan docs & BOD meeting minutes approving the plan	481 KB