



Grant Details

68892 - FY19 Region/CVB Marketing Plan

72770 - FY19 Glacier Country Marketing Plan

DOC Office of Tourism

Grant Title: FY19 Glacier Country Marketing Plan
Grant Number: 19-51-005
Grant Status: Underway
Comments:
Applicant Organization: Glacier Country Regional Tourism Commission
Grantee Contact: Racene Friede
Award Year: 2018
Program Area: DOC Office of Tourism
Amounts:
Contract Dates: Contract Sent
Project Dates: 06/20/2018
Grant Administrator: Barb Sanem
Contract Number: 19-51-005
Award Year: 2018
Contract Dates:

07/01/2018
Project Start

Contract Received

06/30/2019
Project End

Contract Executed

Contract Sent Contract Received Contract Executed Contract Legal

Project Dates 07/01/2018
 06/30/2019

Project Start Project End

Comments
Amendment 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: 335,000
- 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'Oreilles, 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
- Winter enthusiasts

Average length of trip

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

Primary reason for trip

1. Vacation/recreation/pleasure 55%
2. Visit friends/relatives/family event 21%
3. Just passing through 15%
4. Business/convention/meeting 6%
5. Other 2%
6. Shopping 1%

Activities while on trip

1. 63% Scenic driving
2. 52% Day hiking
3. 43% Wildlife watching
4. 40% Nature photography
5. 37% Car/RV camping
6. 27% Recreational shopping
7. 22% Visiting other historical sites
8. 20% Visiting local breweries
9. 17% Visiting Lewis and Clark sites
10. 14% Visiting museums
11. 12% Fishing / fly-fishing
12. 10% River rafting / floating

Top sites visited on trip

1. 72% Glacier National Park
2. 41% Yellowstone National Park
3. 18% Flathead Lake state parks
4. 17% Other Montana state parks

Group characteristics

- 15% of groups with all first-time visitors
- 72% of groups with all repeat visitors
- 13% of groups with first-time and repeat visitors
- 17% flew on a portion of their trip
- 5% own a second property in Montana
- 5% hired an outfitter
- 78% plan to return with two years

Source: *The University of Montana, Institute for Tourism and Recreation Research (ITRR) based on 2017 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 cultural 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

- Anniversary events
- Art galleries
- Artisan tours and events
- Explorer's trails - Lewis and Clark, David Thompson, John Mullan,
- Historic "red buses" of GNP
- Historic sites
- Historic St. Mary's Mission
- Main street businesses
- Museums
- Railroad history
- Shared border with Canada
- Theaters
- Two American Indian reservations/native culture and history

Breathtaking experiences by day and relaxing hospitality at night

- American Indian reservations
- ATVing
- Biking and cycling
- Birdwatching
- Boating
- Camping and RVing
- Dog sledding
- Downhill skiing
- Festivals/music
- Fishing
- Golfing
- Hiking
- Historic sites
- Horseback riding

- Kayaking and canoeing
- Montana state parks
- Motorcycle touring
- Mountain biking
- Nordic skiing
- Pow wows
- Rafting
- River surfing
- Rodeos
- Running events and competitions
- Scenic flights
- Skijoring
- Sleigh rides
- Snowmobiling
- Sportsman adventures
- Stand-up paddleboarding
- Hospitality
- Blackfeet Community College
- Breweries
- Cideries
- Dining
- Distilleries
- Farmers markets
- Farm-to-table restaurants
- Flathead Valley Community College
- Meeting and convention space
- Missoula College
- Salish Kootenai College
- Special event venues (entertainment)
- University of Montana
- Visitor information centers
- Wedding venues
- Wineries

Abundant lodging and camping (independent, brand and boutique)

- Bed-and-breakfasts
- Bicycle accommodations
- Cabins
- Camping/RV
- Chalets
- Condominiums
- Glamping
- Hostels
- Hot springs
- Hotels and motels
- Lodges
- Ranches
- Resorts
- Tiny homes
- Tipis and yurts
- Treehouses
- University residence halls
- Vacation homes and short-term rentals

STRENGTHS

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

Brand pillars (previously detailed)

- Spectacular unspoiled nature
- Charming small towns and communities that serve as gateways to natural wonders
- Breathtaking experiences by day and relaxing hospitality at night

Well-preserved cultural and heritage offerings such as:

- Museum of the Plains Indian (Browning)
- Going-to-the-Sun Road (Glacier National Park)
- Libby Dam (Libby)
- Daly Mansion (Hamilton)
- Savenac Historic Tree Nursery (Haugan)
- St. Ignatius Mission (St. Ignatius)
- Sanders County Historical Museum (Thompson Falls)
- Historical Museum of Fort Missoula (Missoula)

Partnerships

- Glacier Country Tourism benefits from a culture of collaboration among its many partners who work together to build awareness of Western Montana as an authentic destination, while adding value to the travel experience. These public and private partners include—but are not limited to—our historical heritage sites, arts and culture organizations, agritourism entities, businesses that locally source products and services, transportation entities, destination marketing organizations, tribal nations, U.S.F.S., U.S. Fish and Wildlife Service, Bureau of Land Management, Montana State Parks, Glacier National Park and conservation associations.

Seasonality

- The eight counties of our region see fluctuations in traveler numbers depending on the season and location.
- Overall our region's high season is June through September. However, there is some variance among our eight-county region and there are opportunities for growth throughout the 75 communities in Glacier Country. Annual Glacier Country signature events
- Montana Pond Hockey Classic (Kalispell)
- Huckleberry Festival (Trout Creek)
- North American Indian Days (Browning)
- Macintosh Apple Day Festival (Hamilton)
- Missoula Marathon (Missoula)
- Rendezvous Days (Eureka)
- In the Footsteps of Norman Maclean Festival (Seeley Lake)
- Flathead Cherry Festival (Polson)
- Great Northwest Oktoberfest (Whitefish)
- 4th of July Celebration (Bigfork)
- Arlee 4th of July Celebration and Pow Wow (Arlee)
- River City Roots Festival (Missoula)
- Big Sky Documentary Film Festival (Missoula)

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 (please refer to attached PDF for more details)

1. Airline challenges
2. Changing landscape
3. Crisis outreach and traveler education
4. Economy
5. Emerging markets
6. Glacier National Park and public lands infrastructure and maintenance issues
7. International issues
8. Market competition
9. Over capacity visitation of Glacier National Park in peak season (visitor expectations, infrastructure, change in approach to marketing visitation during those times, messaging around capacity limits for visitors and road/trail closures.)
10. Perception of Glacier National Park being closed when the Going-to-the-Sun Road isn't open in its entirety
11. Perception of remote location
12. Public transportation
13. Shared economy accommodations
14. Smoke and wildfire
15. Technology – algorithms for social media and search engines
16. Weather

GLACIER COUNTRY TOURISM FULLY INTEGRATES THE MONTANA BRAND

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

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

Describe your destination.

According to the Preliminary 2017 Biennial Edition of The Economic Review of the Travel Industry in Montana (developed by ITRR— the Institute for Tourism & Recreation Research), more than 12.5 million travelers spending an estimated \$3.36 billion dollars chose Montana as their travel destination.

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

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 include in all creative content from print ads to digital placements and social media outreach to our travel guide. We start by making an emotional connection with the potential visitor and then provide them with the tools they need to take that first step toward action, 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 from a print ad offer, clicking a banner ad to take them to a landing page on the website specific to their interests or engaging in a social media conversation that appeals to their sense of community.

Orientation

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

We want facilitation to be easy and enjoyable. We have several hands-on ways for our visitors to plan their trips. The Glacier Country Travel Guide and website offer information on a wide variety of things to do, places to stay and ways to get here. Visitors can then 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

GC Marketing Plan_digital_FY19.pdf

a. *Define your target markets (demographic, geographic and psychographic).*

GEOGRAPHIC TARGETS

- California (Los Angeles and San Francisco metro)
- Washington (Seattle)
- Illinois (Chicago)
- Oregon (Portland)
- Minnesota (Minneapolis)
- Texas (Houston and Dallas metro)
- 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.

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 2018 - 2019 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, music, 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
- Pennsylvania
- Direct flight markets to and from our region

Optional: Include attachments here.

c. What research supports your target marketing?

- Montana Office of Tourism and Business Development research
- Website analysis
- Call center activity
- Consumer marketing market analysis
- nSight
- 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
- Destination Analyst
- Arrivallist
- VisaVue
- Smith Travel Reports (STR)
- Bed tax revenue

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

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, nonresident, 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 Kallispell, 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.
- 13. Increase focus on a rural marketing initiative.

OBJECTIVES

1. INCREASE OVERALL CONSUMER RESPONSE BY 2% OVER FY18
 - o 2% increase will require our consumer response reach goal at 1,707,000 or by an additional 33,500
2. INCREASE ELECTRONIC RESPONSE BY 2% OVER FY18
 - o 2% increase will require our electronic response reach goal at 1,609,000 or by an additional 32,000
3. MAINTAIN SOCIAL MEDIA REACH FROM FY18
 - o Maintenance of our social media reach goal would set our goal at 14,600,000
4. INCREASE SOCIAL MEDIA AUDIENCE BY 2.5% OVER FY18
 - o 2.5% increase will require our social media audience reach goal at 369,000 or by an additional 9,000
5. INCREASE USE OF RESPONSIVE WEBSITE BY 2% OVER FY18
 - o 2% increase will require our webpage use reach goal at 1,470,000 or by an additional 29,000
6. INCREASE OUR CONSUMER LEAD DATABASE BY 2% OVER FY18
 - o 2% increase will require our consumer database reach goal at 788,650 or by an additional 15,500
7. INCREASE OUR TRADE SHOW DATABASE BY 4% OVER FY18
 - o 4% increase will require our trade show database reach goal at 1550 or by an additional 45
8. MEDIA STORIES TO INCREASE BY 1% OVER FY18
 - o 1% increase will require our direct earned media reach goal at \$4.1 million or by an additional \$41,000
9. 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
10. INCREASE CONSUMER AND GROUP SUGGESTED ITINERARIES BY TWO
11. REVENUE INDICATORS FOR PERFORMANCE
 - o INCREASE BED TAX REVENUE BY 3%
 - o 3% increase will require our total collected bed tax reach goal at \$9,200,000 or by \$260,000
12. INCREASE REVPAR BY 1.5% (STR)
 - o Data will be monitored within the Glacier Country region beginning July 1, 2018

a. In what types of co-ops 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 coming year. We find the most effective joint ventures with Montana Office of Tourism and Business Development are through publicity, international, group tours and meetings and conventions. In FY 2018, Glacier Country committed \$50,000 to projects with bed tax funded organizations.

Optional: Include attachment here.

b. In what other types of co-ops 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.

Glacier Country recently met with Yellowstone Country and Southwest Montana on joint ventures specific to Western Montana. We are excited about this potential long-term effort to leverage our promotion efforts with each other.

c. What types of co-ops 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 2016 = \$92,000 (actual)
- FY 2017 = \$50,000 (actual)
- FY 2018 = \$75,000 (actual)

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

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

Optional: Include attachments here.

Optional: Include attachments here.

Optional: Include attachment here:

Marketing Segment, Strategy & Budget

Marketing Segment	Marketing Method	Does research support this method?	Describe your method.	Supporting research/statistics	Plan to measure success?	Provide a brief rationale.	Estimated budget for each method.	Marketing Method Evaluation	Are you using private funds to support this method? If so, please explain	Non bed tax funds?	Add'l Atchmnts	Meets Regs	Eval Comments
			We plan to target our primary	Glacier Country Tourism seeks out valuable research to help stay abreast									

Consumer	Multi-Media Marketing	Yes	<p>and secondary markets using a mixed media approach with most consumer advertising dedicated to digital 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> <p>Glacier Country Tourism fully supports the efforts of MTOT by promoting Montana as a travel destination. 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.</p>	<p>of marketing and industry trends that support our ongoing promotion efforts. Some of these resources are proprietary to the source while others are samples of reports we use for reference in determining short and long-term strategy. In an effort to share this information with our Montana DMO partners without breaking the terms of our service agreements, we have created a password protected DropBox for MOTBD and TAC representatives to have read only access with this password protected folder. Link + PW: GlacierFY19</p> <p>These resources include:</p> <ul style="list-style-type: none"> • Montana Office of Tourism and Business Development research • Website analysis • Call center activity • Consumer marketing market analysis • nSight • 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 • Destination Analyst • Arrivallist • VisaVue • Smith Travel Reports (STR) • Bed tax revenue <p>Glacier Country tries to align our markets, when appropriate, with the key markets for the Montana Office of Tourism and Business Development, as well as key markets for our convention and visitor bureaus and other public and private partners. We also reference the data collected from our call center and webpage. We have seen continued digital visitation and inquiry growth from California and Texas, as well as visitor demographics as supported by ITRR's quarterly visitor surveys.</p>	<p>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 .4% CTR target where most national campaigns of similar creative, budget and focus fall below a .09% CTR.</p> <p>In FY2017, our print media had a circulation of 1,840,557 at a cost of \$42,635 (CPM = \$23.16). We received 25,308 reader service inquiries (CPI = \$1.31). Our digital media plan delivered 26,632,000 impressions, 118,097 click thru to our webpage which resulted in .44% CTR which is over 5 times the national average.</p>	<p>We strive to stay ahead of the paid media curb in our print and digital media targeting using various methods including retargeting, as well as other measurement and acquisition tools to insure we are getting the most return on investment for our digital media budget.</p> <p>Examples of our placed media in FY 2017 as provide in our completion reports for that year can be found in a DropBox folder along with the performance report for all of our placed media year.</p>	\$260,000.00			No			
Consumer	Electronic Adv - Newsletter, E-blast	Yes	<p>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 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>Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19</p> <p>Travelers are willing to give companies information to provide personalized service. 45% U.S. travelers, 38% French travelers, 31% German travelers and 40% U.K travelers who Agree to "I do not mind companies collecting general information about me to provide better service." Source: Phocuswright's <i>U.S. Traveler Technology Survey Seventh Edition: Phocuswright's European Traveler Technology Survey 2017</i> (forthcoming July 2017)</p>	<p>Glacier Country will continue to work to optimize our email strategy for mobile and tablet devices and across a multitude of platforms and browsers. We will continue to measure the effectiveness of this marketing segment by monitoring open rates, click-thru rates and time spent on website from traffic driven from the messaging creatives. The email list compilation and maintenance is also coming in handy for facebook marketing where the list is important with facebook targeting - it has been tested with positive early results in terms of conversion to the website and call center. We consistently clean our list of inactive and duplicate emails to ensure our blasts are effective and efficient.</p>	<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 15% and 30% 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 list from 140,000 to over 700,000. Each person who signs up for our newsletters provides us with information that allows us to only send them information that is of interest to them. Every year, we continue to enhance our ability to provide each person customized content for planning a trip to Western Montana.</p> <p>In our last complete budget year - FY 2017 - our consumer newsletters and eblasts had a 16.5% open rate compared to an industry average of 15% to an average email distribution list of over 770,000. Our B2B newsletters had a 37.5% open rate to an average distribution list of 238 meeting planners and 733 group/FIT operators. We continue to evaluate the design and content of our mailings to increase the open and click thru averages.</p> <p>To view the newsletters and performance reports for that year, visit the DropBox folder.</p>	\$35,000.00			No			
			<p>Glacier Country Tourism prioritizes travel shows that match our geographic and demographic targets. Whenever possible, we partner with 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</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.</p>								

Consumer	Travel/Trade Shows	Yes	<p>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. The last several years have focused our consumer travel show presence at Warren Miller movie premiere viewings in identified key markets. This was to lift our exposure in conjunction with our partnership with Warren Miller Entertainment. In the FY 2019 year, we will be exploring other options. This budget item will serve more as a placeholder should an opportunity arise.</p>	<p>Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19</p>	<p>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> <p>During FY 2017, we attended the Warren Miller shows in Seattle, and hosted the premiere in Missoula. We garnered 277 leads from the travel show contest and 15,308 total leads from the all the premieres we had a presence as a result of this partnership.</p>	<p>There are numerous travel options for visitors both domestically and internationally. Having a Montana presence can be effective to showcase 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>	\$2,000.00			Yes			
Consumer	Sweepstakes	Yes	<p>Over the past several years we have experimented with various types of call-to-action incentives in our promotions. Giveaway incentives from free travel guides to substantial vacation packages continue to work extremely well. The call-to-action for the campaign giveaway is promoted via all our marketing mediums including social media, online and print.</p>	<p>Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19</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 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>We track ad statistics and giveaway entries for each giveaway.</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 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>In FY 2016, we stepped up our level of giveaways by providing cash and service prizes as our call-to-action for the summer, winter and Warren Miller movie partnership. We generally have significant support from our partners that include in-kind and/or deeply discounted rates for services such as accommodations, tickets and rentals. Our overall consumer response increased substantially in this year primarily due to the larger partnership investment we made with Warren Miller. Our vacation giveaway was the 2nd largest giveaway for the national tour and it elevated our exposure as a winter travel destination across the United States. 4 out of the 5 top lead generators had giveaways attached to them. Visit our complete list of our inquiries by source for that year. Four of the five top lead generating efforts had giveaways associated with them provided by this budget - resulting in almost 75,000 leads.</p>	\$15,000.00			Yes			
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 tourism destination websites has only grown more important over the years. 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>Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19</p> <p>Marketers say they produce content because it helps them build credibility with customers and demonstrate their expertise. Source: www2.prophet.com/the-2016-state-of-digital-content</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>	<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>	<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. Every page of our webpage is written with keyword search strings that we keep in a separate excel document. When we buy keywords, we are then able to boost the organic search with paid search. In FY 2018, we launched a new GlacierMT.com using forward thinking SEO strategy. After only one week, we were already getting higher organic search engine rankings than we were able to do using both organic and paid previously. Add in the power of paid keywords and we are now able to widen the scope to build lesser known pages specifically community landing pages. We are spending more time and effort building awareness of our rural communities and lesser traveled corridors.</p>	\$80,000.00			Yes			
			<p>Glacier Country Tourism is creating a program that will offer more assistance for our charming small towns to help them not only understand</p>										

Consumer	Cooperative Marketing		<p>what tourism can do for them but to work with them through education workshops (three workshops currently exist), essential marketing training, best practices, etc. and help connect them to other people/organizations/agencies that have programs that could help them. We hope to develop this program in coming years to strengthen Glacier Country's position as a premier destination while also stimulating our rural economies, protecting and enhancing local resources and fostering community pride.</p> <p>Building upon the workshop series we already offer, we are creating a marketing assistance grant program that can be used for specific marketing campaign development and implementation (cannot be used for material development without a distribution campaign included) by a community (chamber, CVB, main street organization, development organization).</p>	<p>Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19</p>	<p>The grant programs are all subject to the rules and regulations and thus will be required to present methods of tracking performance that meet the standards all funded DMO's are subject to. Individual grant reports will be required by all recipients.</p>	<p>Glacier Country's visitors are looking for experiences throughout the region—no matter how far off the beaten path. Visitors are especially interested in taking advantage of the region's abundant outdoor recreational activities, natural and cultural landscapes, and authentic Montana experiences.</p> <p>Our board is made of up representatives from across all eight counties and realize the importance of our organization reaching out to offer assistance to our communities who would like it.</p>	\$40,000.00								
Consumer	Ad Agency Services	Yes	<p>Glacier Country Tourism's agencies of record work closely with us on many facets of our marketing plan from strategy and implementation to tracking and analysis. Their staff works thoroughly with Glacier Country staff, board of directors, partnering organizations and agencies to analyze current problems and opportunities as well as our past efforts and their effectiveness.</p>	<p>Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19</p> <p>The professional services provided by our contract agencies not only assist us with gathering relevant and supporting research, they work with our team to analyze this information to create a marketing plan targeting markets using effective and efficient methods - providing strong return on investment not only in the performance of the campaign but bringing new revenue into our communities from nonresident visitors.</p>	<p>Success on our campaigns and marketing efforts translates to successful planning support.</p>	<p>Good marketing support from professionals who live and breathe various components of marketing, development, implementation and evaluation helps us design an effective marketing plan and develop a creative and effective message ensuring maximum efficiency in the project planning and evaluation.</p>	\$145,000.00			Yes					
Consumer	Opportunity Marketing						\$35,000.00			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 7% of the overall traffic to our website and even with the great number of challenges the channels we use are presenting, we still see steady traffic each year through organic, sponsored and paid social media efforts.</p>	<p>Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19</p> <p>Travelers are willing to receive personalized offers. 57% U.S. travelers, 50% French travelers, 32% German travelers and 44% U.K. travelers who agree to "Receiving personalized offers through text, email or social media apps such as Facebook, Instagram or Snapchat." Source: Phocuswright's U.S. Traveler Technology Survey Seventh Edition; Phocuswright's European Traveler Technology Survey 2017 (forthcoming July 2017)</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>	<p>Social media is incredibly easy to track - we have consistent handles and hashtags across all of our channels (@GlacierMT & #GlacierMT) and use unique hashtags to credit and track engagement overall or by campaign. We also use third party tools such as Meltwater to monitor and track impressions, engagement and reach - which are all used in our overall assessment for measuring success.</p> <p>Beginning in the February of 2016, we started to see the impacts of several significant shifts in three primary social channels - facebook, instagram and twitter. Each of those channels since then have made major changes to the algorithms that determine the content fed into the news feed of each. While our overall audience numbers remained strong at over 355,000, our reach decreased by half. We spend a good amount of time monitoring these changes and continue to adjust our strategy to counter the programming changes with organic posts and supplement the higher performing posts with paid boosts and ads.</p> <p>We plan to continue to maintain a strong social media strategy in our future marketing efforts.</p> <p>To view all reports and collateral for our social efforts in FY 2017, please visit the DropBox folder.</p>	<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>	\$30,000.00			No					
			<p>Glacier Country continues to use professional photographers to capture seasonal images allowing us</p>												

Consumer	Digital Asset Management/Aquisition	Yes	<p>to promote our area visually. The images represent Glacier Country through stunning photography with an emphasis on 'people in place.' Over the years, we have acquired a great deal of professional video footage via value added opportunities with 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>Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19</p>	<p>Most of our success hinges on the imagery we present in all of our projects and programs. Strong performance has a great deal to do with having a strong library of still and video assets.</p>	<p>New imagery allows us to present a fresh look for the region resulting in long-term cost savings. It is also important for us to continue our effort to be on brand with Montana's overall branding effort using not just good photography but "great" photography to tell our story.</p>	\$25,000.00												
Group Marketing	Group Marketing Personnel	Yes	<p>Glacier Country Tourism 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 attached job description.</p>	<p>Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19</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 (ITRR stats):</p> <ul style="list-style-type: none"> 68% of first time travelers to Montana come for GNP and Yellowstone 80% of return travelers are coming back to see the less traveled parts of MT <p>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.</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>	<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 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.</p> <p>We are moving into our 4th year in a statewide DMO partnership with MOTBD, CVBs and TBIDs with a booth at IMEX. We have moved from a single booth to a double booth because of the increasing number of DMOs wanting to partner with Glacier Country at the largest meeting market show in the U.S.</p>	<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 for over four 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 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.</p>	\$60,000.00			No	Tourism Sales Manager - May 2017.pdf								
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 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, ConnectNW 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 but some media located in the host city. At these shows, travel guides, market specific</p>	<p>Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19</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>	<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 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.</p>	<p>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.</p>	\$45,000.00			No									

			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.																	
Group Marketing	Fam Trips	Yes	<p>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.</p> <p>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.</p> <p>In May 2015, Glacier Country developed a meeting and convention FAM trip including Missoula, Kalispell and Whitefish and meetings properties and communities in between. 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.</p>	<p>Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19</p> <p>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:</p> <p>71 percent of adventure itineraries have an experiential food focus of some kind.</p> <p>For operators offering "high food focus" itineraries, the average reported price per day for such trips was \$472 USD</p>	<p>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 and extend our visitation to our shoulder seasons.</p>	<p>The assistance of an in-region partner 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.</p>	\$20,000.00				Yes									
Group Marketing	Multi-Media Marketing	Yes	<p>We have for several years implemented a business to business (B2B) strategy. Most of these efforts 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>Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19</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, November 2014</i></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>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>	<p>We feel it is a good idea to support our current efforts with a mixed media promotion plan. We are about to re-launch our microsites using the same website infrastructure as our new website. We anticipate working with RMI and BrandUSA on paid media programs and compliment with our digital content efforts - social media and blog.</p>	\$20,000.00				No									
			<p>Rocky Mountain International specializes in international tourism marketing and business development for the Rocky Mountain region.</p> <p>The company was founded in 1990 specifically to meet the needs of Rocky Mountain state tourism departments for</p>		<p>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 receptive 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)</p>															

Group Marketing	Partner Support	Yes	<p>international tourism marketing in top inbound visitation markets: primarily the United Kingdom (England, Scotland, Wales, Ireland), Germany (Germany, Switzerland, Austria), Benelux (Belgium, Luxembourg, and Netherlands), Australia (Australia and New Zealand), France, Italy and Nordic (Denmark, Sweden, Norway, Finland & Iceland).</p> <p>The four states of Montana, North Dakota, South Dakota and Wyoming are united in a regional consortium through RMI branded as the Real America. Glacier Country Tourism is the only Montana DMO outside of the Montana Office of Tourism and Business Development that is a full marketing partner. The program is a comprehensive cooperative marketing plan including full-service international marketing and public relations services. The international marketing program is designed to promote and develop individual and group travel, pre-packaged tours, convention and incentive tours, and for promotion and publicity across seven (7) international markets.</p>	<p>Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19</p>	<p>to showcase what the clients can experience in their communities.</p> <p>We are able to not only monitor by the number of appointments at the RMI Roundup but we are also able to monitor through their reporting they provide throughout the year. We are also able to track earned media and how many operators offered product in our region.</p> <ul style="list-style-type: none"> Via our partnership with Rocky Mountain International in FYJ 2017, we (MT) have garnered 181,600,522 circulation with readership of 219,366,417 as a earned ad value of \$12,740,721.39 for trade media. See <i>included report</i>. While this is not all about Glacier Country, these stories do include Montana and most of those mention Western Montana. FAM and trade media efforts bring national and international media exposure and inspire planners and operators to book business in our region. We occasionally are notified of these bookings but for the most part their remains strong hesitation by hospitality properties to share this information - we respect that and understand how they feel but also know we and our DMO partners play a vital part role in bringing this business to our area. Recently, RMI was able to provide some additional booking information we found very valuable...the TRIPS report. 	<p>RMI is built on the idea that states with related tourism products can greatly benefit from cooperatively marketing internationally. It's more time-efficient and cost-effective to band together and cross-promote tourism products, especially when targeting international visitors who want the western experience and visit multiple states over multi-week itineraries.</p>	\$6,000.00			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 organizations (DMO) combining relationship management tracking, contact records, reporting, communications, financial tracking, etc. with group tour, meetings and convention and FIT sales, public relations, marketing, reporting, forecasting and more. This industry-specific and DMO tested CRM is created for the businesses we serve - not just those planning a vacation, and not just our partners, tour operators and meeting planners, but our governing body, film crews, media - basically all parties related to the activity.</p> <p>Combining meeting sales, industry partner management, consumer marketing, forecasting, business analysis, reporting and more, Simpleview CRM is the most widely used tool in destination marketing and we are excited to integrate this into our overall program.</p> <p>Submittable online application system.</p>	<p>Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19</p> <p>Built specifically for DMOs, Simpleview has been adopted as a highly productive tool. https://www.simpleviewinc.com/our-world/customers/</p>	<p>We have successfully moved from four databases (not including our Quickbooks) to one. We are able to feed Quickbooks data to Simpleview so we can track cooperative efforts that include financial and in-kind contributions by business and/or partner. We also plan to increase our usage to track group leads, FAM trips, media events, media contacts, earned media, events, etc. Simpleview serves destination marketing organizations only and thus understands who and what we need and why we need it.</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 which has led to multiple sources of data we have tried to maintain.</p>	\$22,000.00			Yes			
			<p>Glacier Country allocates the entire 20% allowed by statute. We use this to pay all wages, benefits and taxes for three positions: Executive Director, Office Manager, and a temporary part time employee who assists with projects as needed. We also</p>										

Marketing Support	Administration	No	<p>use this to pay benefits and taxes for our three marketing positions: Public Relations and Earned Media Manager, Tourism Sales Manager and Marketing Assistant and Social Media Coordinator. See <i>Marketing Support – Marketing Personnel line item.</i></p> <p>Administrative funds are also used to pay for all office overhead such as rent, telephone, office equipment and supplies. All travel expenses not directly related to a marketing project are also paid for from this budget. Organizational expenses such as insurance and accounting are included.</p>	Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19			\$330,000.00			Yes			
Marketing Support	TAC/Governor's Conference meetings	No	<p>Some destination marketing organizations (DMOs) are required by administrative law of the rules and regulations. This line item allows each organization to have a dedicated pool of funding to cover the travel related expenses of these meetings.</p>	Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19			\$2,000.00			Yes			
Marketing Support	Professional Development	No	<p>Professional development is extremely important for several reasons. First and foremost, it adds to an individual's personal fulfillment, sense of value to the organization, job satisfaction and keeps employee turnover to a minimum. Secondly, but certainly an equally important factor, ongoing professional development keeps individuals and organizations abreast of cutting edge trends to keep us competitive and to increase the effectiveness of our efforts. When we can, we try to make sure all employees participate in at least one training pertinent to the industry and/or position. 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.</p>	Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19	<p>Success on our marketing efforts, positive work environment, low employee turn-over and sense of industry pride translates to successful professional development.</p>	<p>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.</p>	\$15,000.00			Yes			
Marketing Support	DMAI	No	<p>Glacier Country is a member of Destination Marketing Association International (DMAI) and has been working towards becoming certified as a Destination Marketing Organization (DMO). CDME professional development and accreditation will enhance Glacier Country's ability to market Western Montana to groups who only consider accredited DMO's when planning events. It will also keep Glacier Country abreast of cutting edge tourism marketing trends to keep us competitive and to increase the effectiveness of the our marketing efforts.</p>	Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19	<p>Glacier Country plans to continue with the training and organizational accreditation of this process becoming one of the only accredited DMO's in Montana.</p>	<p>The CDME program is designed to better prepare senior DMO executives and managers for increasing change and competition and to become more effective organizational and community leaders. The program focuses on vision, leadership, productivity and strengthening business expertise. Since beginning this training, Glacier Country has implemented much of what has been learned and we feel our organization is in a much better position to help elevate the industry and its standards in the state of Montana.</p>	\$3,000.00			Yes			
			<p>Glacier Country started its Visitor Information Center (VIC) Staffing and Distribution Assistance Program in FY 1994. The program was</p>										

Marketing Support	VIC Funding/Staffing/Signage	Yes	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 2019 funding program will provide staffing assistance up to \$4,000/VIC for staffing for qualifying organizations.	Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19 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>	Each funded VIC evaluates the year and compares with the two previous years in their completion report due in our office in October. Our VIC committee evaluates the reports and applications.	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.	\$40,000.00			No			
Marketing Support	Marketing Support/Customer Service Training	Yes	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.	Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19	Our overall plan to measure success is the continual growth and success of this program and the number communities who host it and people who participate.	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.	\$7,000.00			No			
Marketing Support	Fulfillment/Telemarketing	Yes	A strong promotion plan must be supported by a well-rounded and professional telemarketing and fulfillment strategy. Our advertising and promotion efforts are meant to inspire/orient and our telemarketing fulfillment strategy is meant to orient and help facilitate a visitor's vacation. It must be readily available, visually appealing, authentic and full of valuable, accurate information. Our strategy consists of a web-enabled call center manned by travel counsel experts who live in Western Montana, an easy to find and navigation friendly website and a print travel guide with an online tablet friendly version as well. The print guide is used to fulfill inquiries and is distributed across Montana and Alberta via a contract service. We work very hard to tie all our efforts together in a cohesive manner.	Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19 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. 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> 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, Miles Partnership</i> The importance of live travel counseling continues to be relevant. All generational targets are still using DMO live assistance at a healthy pace. <ul style="list-style-type: none"> http://www.milespartnership.com/librery/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 	Success of this phase of our overall plan is ultimately measured when the tools we provide are utilized and the visitor begins to make reservations for their Western Montana vacation. In FY 2017, our call center managed just shy of 164,000 telephone, mail, reader service, email, instant message chat and digital inquiries. Our webpages had over 1,441,000 unique visitors (up 12% over the previous year). We also distributed 150,000 print travel guides and had 69,000 interactive guide visits.	The call center handles all inquiries including trade show leads, electronic inquiries, print reader service, regular mail, email and instant messaging. The web-enabled call center also provides various electronic fulfillment pieces to supplement the travel guide for our internet based customers. The database is used to eliminate duplicate orders and provide a comprehensive, targeted database to power direct mail, email and relationship marketing. The call center and our contract guide distribution service work together to ensure maximum efficiency and effectiveness of distribution. They dispense consumer travel guides in a timely manner and maintains inventory control of the guides.	\$130,000.00			Yes			
Marketing Support	Research	Yes	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. To support the often tenuous task of researching and qualifying our travel media, we use Meltwater. Meltwater and other similar services such as Cision are media databases that helps us find the right journalist or outlet and their preferred contact method all in one search thus	Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19 <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.wttc.org/research/ 	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. Meltwater is a valuable research tool to find media information and target our pitches thus assisting us to make well educated decisions on media efforts.	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.	\$25,000.00			Yes			

			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.															
Marketing Support	Printed Material	Yes	<p>Glacier Country produces various print collateral materials such as an 8.5" x 11" four color one-sheet that highlights information within our brand pillars. These pieces provide necessary information for group tour operators and meetings and conventions planners to make the decision to bring their groups to Montana. We also produce other print collateral as necessary, all four color and fully integrating the Montana brand.</p> <p>Print material is useful in many ways; it is physical, it hangs around, it adds legitimacy, it is a great conversation starter, it reaches those who aren't internet savvy (or even connected in any meaningful way) and it drives business.</p>	<p>Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19</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> <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>We will gauge the number of one-sheets and collateral pieces distributed at various events throughout the fiscal year. While we don't have hard data in regard to bookings, our accommodation properties share their occupancy rates, which directly corresponds to our outreach efforts.</p>	<p>As part of our inspiration and orientation to increase group/International/meetings and conventions travel, print collateral provides breathtaking, iconic imagery and information needed to plan a trip.</p> <p>Producing a low cost yet effective piece that compliments other efforts is extremely effective.</p> <p>We measure this by the number of copies distributed and overall effectiveness of the campaign or effort it was created to support.</p>	\$1,000.00				No						GC17_Connect Marketplace One Sheet.pdf	
Marketing Support	Partner Support	Yes	<p>As a continuation of cooperation and collaboration with our industry partners, we plan to participate and offer assistance via partner programs - specifically Voices of Montana Tourism. 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>Voices of Montana Tourism serves as a united voice for Montana's tourism stakeholders. Since its creation in 2011, Voices has led the effort with education and outreach to communicate the immense value a sustainably-grown tourism industry provides for all Montanans.</p>	<p>Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19</p>	<p>We will measure success by being able to maintain and build a positive perception about tourism and what it adds to our economy and lifestyle. To do this, we need to maintain our ability to promote our tourism product. We can only do that if we maintain promotion funding.</p>	<p>Lodging tax dollars allow Montana to have a presence amongst travelers who have many options when it comes to selecting a vacation destination. Despite its proven return, tourism promotion continues to be underestimated by some of our elected state leaders. That's why it's up to us to communicate tourism's value in order to elevate its recognition, respect and support in Montana. We have an opportunity to come together as champions of this industry to ensure that tourism continues to thrive.</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>	<p>Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19</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>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>	<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>	\$5,000.00				No							
			<p>Glacier Country uses an online digital asset management system that is more functional, caters specifically to DMOs and is very affordable. 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</p>	<p>Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19</p>	<p>It is important for us to be able to have a flexible and affordable digital asset management system. Technology and marketing continues to advance and</p>	<p>Our asset management system allows us to catalogue and search with keywords and thumbnail previews. Each asset with its caption information can be delivered in multiple formats so the right file, in the right format, is instantly available for internal and external use.</p>												

Marketing Support	Digital Asset Management/Aquisition	Yes	<p>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"> • Social Media Customer Service Strategies for Travel Brands 2015 • http://www.emeraldinsight.com/journals.htm?articleid=1937277 	<p>staying current with a system such as Barberstock allows us to be nimble and accountable in all that we do with our imagery.</p>	<p>To date, we have approximately 5,000 accessible assets with several hundred more to be uploaded and categorized. We upgraded to a top tier service that provides us with unlimited storage/hosting and clips our video assets into usable bits for sharing and production.</p>	\$15,000.00			No			
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, 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. <i>See attached job description.</i></p>	<p>Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19</p>	<p>We measure success in this area by monitoring efficiency of 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>	<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 system with qualified and passionate team members allows us to maximize our efforts being more effective and efficient. This person also is able to compliment the marketing programs by coordinating and implementing our social strategies that tie all of our promotion efforts together and providing social lift for them across all of our social channels.</p>	\$42,000.00			No	Marketing Assistant & Social Media Coordinator - May 2017.pdf		
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>	<p>Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19</p>	<p>Helping businesses succeed and increasing the sense of industry pride and support translates to successful outreach.</p>	<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>As a part of our rural marketing program, we are combining this budget line item with others to build a formal program around how to help our charming small towns through our efforts. We want to help them learn to identify and build tourism product, educate them on how to do it and how they can partner with Glacier Country Tourism and other entities to promote that product.</p> <p>We currently have the following outreach and training programs available:</p> <ul style="list-style-type: none"> • Public Relations Training: How to tell your story, how GC can help • Social Training: Introduction to social channels and advanced social strategies • Tourism Sales/B2B: Group sales, international travelers, tour operators, meetings and conventions • Glacier Country Tourism Benefits: General overview, benefits, partner opportunities 	\$5,000.00			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. <i>See attached job description.</i></p>	<p>Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19</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.</p> <p>In FY 2017, we spent \$46,600 in wage and earned \$4,102,962 in earned ad value. See our earned media report for detailed results we were able to track during this budget year. All media we report are efforts our organization had direct contact with.</p>	<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>	\$58,000.00			No	Public Relations and Earned Media Manager Description - May 2017.pdf		
					<p>In addition to consumer focused outlets, we also work with book authors and trade publications. We find having a strong publicity program strengthens our marketing effort and brings exceptional value and return on</p>								

Publicity	PressTrips	Yes	<p>Glacier Country will continue to work with members of the media to tell the many stories of Western Montana. This will be done through proactive and reactive press visits to our region to provide these storytellers with a first-hand experience of what Montana has to offer. We will host group visits, as well as individual media visits.</p>	<p>Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19</p> <p>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></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/AMA-Public-Relations-Article.pdf http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Demand-Generation-Article.pdf 	<p>investment for overall promotion program.</p> <p>In FY 2017, we hosted four proactive press/FAM trips and multiple reactive that we supported with funding of some kind. There were many more that required time and not financial assistance. Visit our DropBox folder to view the itineraries and see our earned media report for detailed results we were able to track during this budget year.</p> <p>The earned media on this program for FY 2017 was almost twice what our total bed tax budget was. We spent \$16,000 and earned \$4,102,962 in earned ad value.</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.</p>	\$50,000.00			No	BonTraveler Montana Media Itinerary.pdf
Publicity	Press Promotions/Media Outreach	Yes	<p>Media relationships are an important part of telling our Montana story. Through media blitzes and press outreach, we are able to have face-to-face meetings with members of the media in specific markets.</p>	<p>Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19</p> <p>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:</p> <p>71 percent of adventure itineraries have an experiential food focus of some kind.</p> <p>For operators offering "high food focus" itineraries, the average reported price per day for such trips was \$472 USO</p> <p>Cooking classes and visits to wineries, breweries and distilleries were ranked as the top requested activities as reported by tour operators and travel agents.</p>	<p>Ultimately a successful publicity program comes down to earned media, consistency and quality of voice and tone, strong messaging and strong relationships with media. We track our efforts via our earned media report that tracks all editorial exposure by month, event/activity it was attributed to, the earned ad value and circulation.</p>	<p>This year, we plan to, again, host 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. In the FY 2018 budget year, we are collaboratively working with Destination Missoula and the Missoula International Airport on a media event in Dallas to help build awareness of the new American Airlines year-round flight to Missoula. We are brining in the tourism sales managers from each organization to also promote Western Montana as a destination for B2B travel. Our current B2B database listed over 50 meeting planners and tour operators in the Dallas-Fort Worth area.</p> <p>In FY 2017, we coordinated two media events in key markets - Seattle, WA and San Francisco, CA. You can view media lists and pitch sheets (Glacier Country, Whitefish, Kallispell, Missoula) from each event. We were very happy with each event's attendance and still to this day continue to receive solid inquiries about potential stories and digital influencer exposure from them.</p>	\$25,000.00			Yes	
Publicity	Crisis Management	Yes	<p>For the past several years, Glacier Country has had a crisis management in place to ensure we are ready to share a clear, concise and accurate message with our visitors. We will continue to have an updated crisis plan that can be implemented if and when necessary.</p>	<p>Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19</p> <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/ 	<p>If having an actionable strategy can help mitigate the negative overall travel experience of a visitor then we have been successful.</p>	<p>Being prepared for harmful situations is imperative. It is important to map out potential negative scenarios and have a PR plan for each one. We have an identified crisis management team and plan that can handle these situations.</p>	\$1,000.00			No	
Publicity	Fam Trips	Yes	<p>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.</p> <p>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</p>	<p>Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19</p> <p>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:</p> <p>71 percent of adventure itineraries have an experiential food focus of some kind.</p> <p>For operators offering "high food focus" itineraries, the average reported price per day for such trips was \$472 USO</p> <p>Cooking classes and visits to wineries, breweries and distilleries were ranked as the top requested activities as reported by tour operators and</p>	<p>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 and extend our visitation to our</p>	<p>The assistance of an in-region partner 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.</p>	\$1,000.00			No	

Miscellaneous Attachments

Description	File Name	File Size
FY 2019 Marketing Plan and Budget - Layout	GC Marketing Plan_digital_FY19.pdf	1.6 MB
ITRR reports supporting FY 2019 marketing plan	ITRR Reports for FY 2019 Marketing Plan Research.pdf	39 KB
Montana Brand Exploration Research	Montana Brand Exploration Research - Final Report of Findings V2 - Novme... (004).pdf	3.0 MB
ITRR visitor characteristics	Nonresident visitor characteristics to Glacier Country Montana during 2017,.pdf	47 KB

Reg/CVB Required Documents

Description	File Name	File Size
FY 2019 board minute approval of marketing plan	2018 3 13 Board Minutes FINAL .pdf	60 KB
FY 2019 budget pie chart	GC18_Marketing Plan_FY19-PieChart.pdf	551 KB
FY 2019 required documents	RequireddocumentsFY19.pdf	39 KB

