4.1. Conduct ongoing research and analysis of evolving best practices for delivering visitor information

This Strategic Action strengthens Montana's tourism marketing efforts.

Recommended Tactics

TAC, ITRR, MTOT

» Track changes in what sources of information are used by visitors in destination selection and trip planning, including emerging technologies. Draw upon ITRR's nonresident survey data, web analytics, academic research, and reporting in non-academic trade press.

» Track changes in how those sources are used by visitors. Draw upon ITRR's nonresident survey data, web analytics, academic research, and reporting in non-academic trade press.

» Track emerging best practices among DMOs for delivering visitor information. Draw upon academic research and reporting in non-academic trade press. Examine practices adopted by industry leaders, and those used by destinations similar to Montana, assessing effectiveness and cost.

» Evaluate and benchmark current delivery of visitor information against emerging best practices (e.g., cost-effectiveness, ability to meet Montana's strategic goals, and viability of best practices in the context of Montana's resource and infrastructure constraints).

» Make resulting information, insights, and guidance available to stakeholders.

» Modify the Montana Tourism and Recreation Strategic Plan as needed to reflect evolving visitor information needs and best practices.

Regions, CVBs, Communities, Tribes, Businesses & Organizations

» Keep abreast of evolving visitor information needs and DMO best practices as reported by MTOT, TAC, and ITRR.

» Carry out web analytics and other analysis to help guide your visitor information distribution practices.

» Share useful information and resources with MTOT and the TAC.

Indicators of Success

» MTOT, ITRR, and the TAC effectively disseminate insights from research and analysis that are easily understood and applied by stakeholders.

» Montana tourism stakeholders understand the emerging visitor practices for obtaining information and planning trips.

» Montana tourism stakeholders make decisions about the provision of visitor information based upon valid academic and market/trade research and analysis.

» Montana tourism stakeholders adopt a system of providing visitor information that is effective and uses resources optimally.

» Montana tourism stakeholders are confident in their adoption and use of emerging technologies.

» The Montana Tourism and Recreation Strategic Plan is updated and modified as needed to reflect evolving visitor information needs and best practices.

Background & Rationale

New information and communications technologies have changed how travelers obtain information, what information they want, and how they use that information. Because patterns of use are still evolving, meeting the information needs of visitors has become particularly challenging. The challenge involves not only the effectiveness of marketing and promotion, but also the cost. During this transition period, multiple new technologies are *supplementing*, not replacing, traditional information sources; adopting new technologies often involves a high cost in capital and labor; and the effectiveness and longevity of emerging technologies is uncertain. In the current environment, Montana's tourism stakeholders can neither afford to ignore new technologies; nor afford to invest heavily in technologies whose benefits are not fully proven. They must also not adopt technologies haphazardly. Each information source must have a specific role that it can fulfill effectively; and all sources must work as an integrated system.

Strategies and decisions regarding the provision of visitor information *must* be guided by sound research and analysis.   An effective and viable visitor information system requires a commitment to evaluating and re-evaluating the best way to meet the evolving visitor needs and preferences. Thankfully, because this is a central issue for the global tourism industry, it is the subject of much research and analysis (both academic and trade research). The Montana tourism community can cost-effectively gain an understanding of the trends by monitoring published findings from peer-reviewed academic research and from open-source trade and market research. Reviewing this literature and extracting relevant insights can provide much of the guidance needed by Montana's stakeholders. Where insight is needed that is in some way particular to Montana, ITRR may be able to provide answers based upon existing non-resident survey data. ITRR and private research firms can also be engaged to undertake specific research on a key topic (e.g. conversion rates).

Effective distribution of insights from this research is critical to helping Montana's tourism stakeholders understand and respond effectively to the changing dynamics of providing visitor information (see Strategic Action 5.3).

4.2. Design online and mobile communication tools to meet the evolving needs of visitors

This Strategic Action strengthens Montana's tourism marketing efforts.

Recommended Tactics

MTOT, Regions, CVBs

» Ensure that websites and mobile resources effectively meet the information needs of visitors, as identified by research and analysis (see Strategic Action 4.1.).

» Ensure that websites are optimized for mobile access to the extent that is (i) justified by research and web analytics and (ii) feasible within resource and infrastructure constraints.

» Ensure that MTOT, Region, and CVB sites and content are seamlessly integrated to lead the visitor through inspiration, orientation, and facilitation. Individual online and mobile components should work together to form an effective system for providing visitor information throughout the travel planning process.

» Convey the Montana Brand pillars clearly and consistently to inspire the visitor.

» Present content that is experiential and engaging to inspire the visitor.

» Include good, functional maps to help the visitor with orientation and trip planning.

» Include traveler tips or itinerary ideas to help the visitor with orientation and facilitation, and to encourage longer trips and more destinations.

» Ensure that, together, the MTOT, regions, and CVBs sites and content contain *comprehensive* information on attractions, activities, amenities, and services. This helps the visitor with facilitation, makes the official Montana tourism sites a valuable trip-planning tool, and will encourage longer trips and more stops.

» Make the comprehensive information digestible and manageable by *highlighting* top attractions or amenities (e.g. Top 5 lists). This will help the visitor with trip planning (facilitation) and also reinforces inspiration.

» Integrate user-generated content (e.g. ratings and reviews, online community discussions, travel blogs), as appropriate, to strengthen credibility, inspiration, and trip-planning value for the visitor.

» Integrate social media channels, as appropriate, to offer greater interaction capabilities desired by a growing number of travelers.

» Provide greater transaction capabilities (e.g. booking, ticketing), when justified by research and analysis (see Strategic Action 4.1) and feasible.

» Evaluate online/mobile presence from the visitor's perspective for usability, functionality, content value, and appeal.

» Incorporate new technologies and applications (e.g., apps, interactive capabilities, transaction

capabilities) where supported by research and analysis (see Strategic Action 4.1). Identify an explicit role that each can fulfill successfully and incorporate it holistically into the visitor information system.

»   Encourage and guide stakeholders to meet evolving visitor information needs, as identified through research and analysis (see Strategic Action 4.1.).

»   Provide financial and technical assistance to help stakeholders meet evolving visitor information needs, within the guidelines of MTOT's grants and assistance programs.

Communities, Tribes, Businesses & Organizations

»   Provide MTOT, Regions, and CVBs with the comprehensive visitor information they need to make their websites an effective online presence for your community/tribe.

»   Link websites clearly to the MTOT, Region, and CVB websites.

»   If the community/tribe website will also serve as a significant source of visitor information, ensure that:

- development and resource allocation are guided by web analytics, research and analysis (see Strategic Action 4.1);

- visitor information always includes those assets and amenities that are relevant to visitors but lie outside the city limits; and

- the website meets the basic needs of visitors, for example: provide a map of the town; do not bury visitor information in the website; feature visitor-appropriate content such as the top five things to see and do; and include inspiring images of the community and its surroundings.

»   Where possible, link to electronic word-of-mouth to improve the usefulness of, credibility of, and visitor satisfaction with the official tourism websites.

»   Optimize websites for mobile access to the extent that is (i) justified by research and web analytics and (ii) feasible within resource and infrastructure constraints (see Strategic Action 4.7.).

»   Incorporate newly emerging methods of delivering visitor information that are supported by research and analysis (see Strategic Action 4.1) and viable within resource constraints.

Businesses & Organizations

»   Ensure that the business/organization website contains accurate and complete information and that such information is provided (and updated) as appropriate to MTOT, Regions, and CVBs.

»   Integrate ratings and reviews and social media into the website, where appropriate and beneficial.

»   Link directly to online communities and discussions where the business, attraction, community or area receives positive word-of-mouth (see also Strategic Action 5.6).

»   Where supported by research, analysis, and analytics (see Strategic Action 4.1.), optimize the website for mobile access so that visitors can access the most important information and carry out the most important tasks (e.g. find hours of operation, view a menu, book a room).

»   Provide or link to online transaction capabilities (booking or ticketing) to facilitate visitation, if appropriate and feasible.

»   Incorporate newly emerging methods of delivering visitor information that are supported by research and analysis (see Strategic Action 4.1) and viable within resource constraints.

Indicators of Success

»   Development of online and mobile communications tools is guided by research and analysis (see Strategic Action 4.1.).

»   MTOT, Region, and CVB websites are functionally integrated to meet visitor needs and to provide a system for visitor inspiration, orientation, and facilitation.

»   Online and mobile technologies are selected and applied to form an effective system.

»   Comprehensive content needed for trip planning (attractions, amenities, events, services, reviews, mapping, etc.) is integrated by MTOT, the Regions and CVB's.

»   Online/mobile information is presented in a way that is experiential, engaging, and easily digestible.

»   A cohesive and consistent presentation of the Montana Brand is found throughout the online/mobile content.

»   Ratings and reviews and other user-generated content are incorporated effectively.

»   The need for interaction and transaction capabilities has been addressed, as appropriate.

»   Stakeholders are familiar with the electronic resources available through MTOT, Region, and CVBs and have the fundamental skills to make use of them.

Background & Rationale

Travelers deliberately make plans that are not highly structured and specific, so that they can enjoy experiences that present themselves during the trip. However, they also spend a considerable time thinking about and planning possible activities, both before they visit and during the visit itself. In fact, information search is a significant part of the purchase decision, and online information is the dominant source of visitor information. Official tourism websites are therefore an important touch point and can contribute significantly to destination competitiveness through "inbound marketing" by providing information that is ample, useful, and appealing.

Inbound marketing rests upon providing exceptional content that attracts and converts prospects to customers (visitors). It is "pull" marketing, as opposed to traditional "push" marketing, and is increasingly recognized for its effective (and cost-effective) use of Web 2.0. Good tourism websites will draw in and inspire potential visitors, allowing them to begin imagining and planning a trip. The inbound marketing complements traditional outbound marketing campaigns. The outbound campaigns put Montana top of mind and inspire thoughts of travel to Montana. The inbound marketing converts those potential visitors by making it easy and enjoyable for them to take the next step in trip planning.

A significant competitive weakness identified through Montana's branding research is the perception of the state as a "risky" destination. This isn't a concern about danger; rather risk refers to the perceived remoteness and a possible lack of amenities that increase the "risk" that one's trip won't be enjoyable. Reassuring visitors that amenities and services are available and of known quality by providing comprehensive visitor information can reduce the perceived "risk". The more information they find, the less risky Montana appears, and the better the customer needs can be met and served.
Research shows that an online presence must:

- » clearly convey the Montana Brand to build deliverable expectations;

- » provide sufficient relevant information for trip planning decisions to help the visitor find what he or she is seeking from the trip;

- » make the large amount of content manageable and customizable, by highlighting or ranking items (e.g., "top 5" lists);

- » include maps to provide orientation and context and help visitors plan an itinerary that is feasible;

- » offer itinerary ideas to serve as a boiler plate and make trip planning easier;

- » allow visitors to save items to a "backpack" or "bucket list" so that they can build an itinerary organically over time; and

- » be not just easy, but *enjoyable* for the visitor to use.

A good online presence – functional and enjoyable to use – improves the visitor experience, promoting return visits and positive word-of-mouth.

Following the lead of other industries, tourism websites may need to evolve from static provision of information to integrating elements of communication, interaction (relationship building), and electronic transactions. While tourism has lagged behind in this regard, some state and local DMOs are now beginning to adopt these functionalities, making them a potential competitive factor in the near future.

4.3. Stay current with social media tools for effective interaction and relationship building with visitors

This Strategic Action strengthens Montana's tourism marketing efforts.

Recommended Tactics

MTOT, Regions, CVBs

» Ensure that social media tools are designed optimally for the evolving role they play in attracting and supporting visitors, as identified by research and analysis (see Strategic Action 4.1.).

» Examine and monitor the audience reached by Montana through each of its social media outlets to tailor the message optimally for that market segment.

» Incorporate additional social media outlets and relationship-building functions (e.g., deals and discounts, contests, or cross-selling), where supported by research and analysis and where feasible.

» Integrate social media with the online and mobile presence.

» Provide guidance for communities, tribes, businesses and organizations to help inform their decisions regarding a social media presence.

Communities, Tribes, Businesses & Organizations

» Critically evaluate the value of a social media presence and the potential for useful interaction and relationship building with visitors. Include analytics, research and analysis in the evaluation (see Strategic Action 4.1).

» Ensure that you have a high quality product or service before you enter the social media arena. Lay the groundwork for positive electronic word-of-mouth by being committed to customer satisfaction or avoid opening the door to negative electronic word-of-mouth.

» Interact with visitors through existing outlets, for example:

  • monitor and respond to reviews (positive and negative) on ratings and review sites (e.g. TripAdvisor, Yelp);

  • embed widgets for ratings and review sites on your website to encourage reviews from customers;

  • embed widgets for social media outlets (e.g., Facebook, Twitter) on your website to encourage word-of-mouth about your product or service; or

  • submit content for consideration on the Facebook page and other social media channels managed by MTOT, Regions, and CVBs.

» Participate in any online communities that are relevant to key niche markets for your product or service (see Strategic Action 5.6).

» Draw upon MTOT, Regions, CVBs, and ITRR guidance to inform decisions regarding a social media presence.

Indicators of Success

» The characteristics and market segments of Montana's audience on each social media outlet are known.

» Each social media outlet has an appropriate and clearly delineated role to play in non-resident tourism promotion and marketing and is evaluated against these goals.

» Tools are made available to facilitate visitor sharing of their experience (e.g. travel blogs, photos).

» Relationship-building activities that are implemented produce identifiable promotional benefits.

» Businesses and organizations take a measured approach to using social media, supporting their customers with a sustainable level of effort.

» Montana tourism stakeholders value and actively use MTOT guidance.

Background & Rationale

Publicly available research on the use of social media (e.g., Facebook and Twitter) for tourism promotion is very limited, the marketing value of these tools for DMOs is as yet unclear, and industry best practices are just beginning to emerge.

The key activity for this strategy is critical evaluation of social media efforts to ensure that they contribute meaningfully to the marketing and promotional efforts of the Montana tourism industry. Critical analysis is needed in order to tailor content, combine social media with other sources of visitor information to form an effective system, and allocate resources optimally. MTOT, Regions, and CVBs need insights into the audience each social media outlet is reaching (e.g., the MTOT Facebook audience appears to be primarily former and current Montana residents), how each is influencing travel decisions (e.g., broader studies of Facebook have found that it is a poor tool for direct sales but can be a powerful tool for amplifying a brand), and how strongly they are influencing those decisions.

Insights from rigorous academic research should guide social media plans. Following trends in the industry/ trade press and benchmarking against other DMOs that are recognized for their social media activities can be useful. However, these sources of information must be viewed critically given the fact that social media is constantly evolving and a booming industry has emerged to sell related services.

For businesses and organizations, particularly those that are small, stepping into social media can seem daunting. Without a measured approach and a clear social media strategy, social media can consume an inordinate amount of time. Establishing then neglecting a social media presence can backfire, hurting the business image more than not being on social media in the first place.

Monitoring ratings and review sites (e.g. TripAdvisor, Yelp) is essential for hotels and restaurants, in particular, as many potential customers will check reviews. A number of tools can assist with monitoring the online reputation of a business or organization. Current examples include email alerts from TripAdvisor.com, Google.com, and SocialMention.com.

The use of existing social media outlets (e.g., the Montana Facebook page – www.facebook.com/visitmontana) is one effective way of supporting visitors without investing excessive time and resources. A social media strategy to plan and manage social media activity is essential to ensure that engagement delivers benefits. The Australian Tourism Data Warehouse offers a tutorial (#40) on "Social Media for Tourism" at http://www.atdw.com.au/tourismekit.aspx.

While social media is a marketing tool that is growing in importance, it is a double-edged sword. With a good product or service and high customer satisfaction, social media can amplify positive word of mouth with great effect. If, however, the product or service does not meet the standards or expectations of customers, the negative word-of-mouth will also be amplified and will be very difficult to contain. The first step in establishing a social media presence, therefore, must be ensuring the quality of the product or service.

Resources

Social media is one topic covered in several useful tutorials provided by the Australian Tourism Data Warehouse at http://www.atdw.com.au/tourismekit.aspx.
Many good tutorials can be found online. For example, search "Small Business Social Media Strategy" at www.slideshare.net for presentations given by social media professionals.

In tourism specifically, a number of commercial organizations track and evaluate the analytics of tourism promotion through social media. One example is the ongoing evaluation of state DMOs' social media presence by Gammet Interactive, LLC, available online at http://thinksocialmedia.com/category/dave-serino/

The Mercury Awards given by the U.S. Travel Association and listed at http://www.ustravel.org/member-services/award-programs/mercury-awards offer insights into social media design practices that are viewed by the tourism industry as exceptional. Bear in mind that such awards are rarely based on a rigorous methodology and may have little to do with *effectiveness*.

4.4. Provide printed materials that are useful to the visitor and cost effective for the marketing organization

This Strategic Action strengthens Montana's tourism marketing efforts.

Recommended Tactics

MTOT, Regions, CVBs

»   Make decisions regarding the production of printed promotional materials based upon current research regarding the role printed matter plays in inspiring and facilitating visitors.

»   Ensure that all printed materials clearly and consistently convey all three brand pillars in images and text.

Indicators of Success

»   Printed materials are designed specifically for the way in which visitors are expected to use them in choosing a destination or planning a trip. Expectations are based upon current research.

»   Printed materials clearly reflect the brand pillars and effectively present the experience offered by Montana. Printed materials, marketing campaigns, and online visitor information present a consistent destination brand, and thereby reinforce one another for greater effect.

Background & Rationale

While the internet has become the key source of visitor inspiration and information, most travelers continue to use a variety of information sources before and during travel, including print materials. As rapid technological change continues, however, the precise role played by each in the visitor's information gathering and decision-making process has yet to emerge.

Because online and offline information sources are used in combination, consistent presentation of the brand across all information sources is vital to the strength of the Montana Brand and to the promise of a deliverable visitor experience.

The fact that online information has supplemented but *not* replaced printed materials poses a significant budgetary challenge to DMOs. Resources cannot be simply reallocated to the production of online visitor information – they must be used to produce *both* online and print information pieces. At the same time, uncertainty as to the role that each information source plays – and will play in the future – makes this allocation even more challenging.

Monitoring the emerging research on visitors' use of information sources will support strategic allocation of resources going forward. Research on Montana's own visitors and analytics from Montana's tourism sites can also help to shed light on the use of information sources.

4.5.   Offer itinerary ideas and traveler tips to help visitors structure their plans

This Strategic Action strengthens Montana's tourism product and marketing efforts.

Recommended Tactics

MTOT, Regions, CVBs, Communities, Tribes

» Develop itinerary ideas and traveler tips based on trip motivators, visitor interests, geographic proximity, or other aspects of visitor travel patterns. Draw upon research, data, analytics, and customer interaction to identify relevant travel patterns and to ensure that the suggestions are of interest and value to visitors.

» Integrate www.getlostmt.com suggested getaways into www.visitmt.com and Regions/CVBs sites.

» Incorporate any itinerary ideas and traveler tips generated through MTOT-led events such as community tourism workshops.

» In itinerary ideas with a "theme", ensure that the visitor can also identify essential amenities (e.g., food and lodging) and complementary activities and attractions for a balance of "breathtaking experiences" and "relaxing hospitality".

» Use web analytics to test the relative interest of itinerary ideas and traveler tips to visitors.

» Provide electronic word-of-mouth mechanisms for visitors to provide feedback and recommendations building upon the itinerary ideas.

Indicators of Success

» Selection of suggested itineraries to include in visitor information is justified by research and data.

» Web analytics indicate that visitors are accessing suggested itineraries.

» Visitor feedback (survey or anecdotal) indicates value of suggested itineraries.

Background & Rationale

Research shows that while visitors like to travel without a rigid itinerary, they nonetheless carry out extensive planning to structure their trip. Prepared itineraries or itinerary ideas are often used to learn about the destination, set expectations regarding travel times, and to serve as a boilerplate upon which they can build (and adjust) their own personalized plans.

While the itinerary ideas provide the boilerplate it is important that visitors can easily see additional information regarding complementary activities, attractions, and amenities to help them fill in their personalized plans for each specific destination on their itinerary.

4.6.   Support efforts to increase air service to Montana

This Strategic Action strengthens Montana's tourism product development and marketing efforts.

Recommended Tactics

MTOT, Regions, CVBs, Communities, Tribes, Businesses & Organizations

» Strengthen state-wide coordination of efforts to increase air service.

» Provide data on tourism, such as origin and destination data, to support efforts by local airports and businesses to recruit additional airlines and/or flights to Montana's airports.

» Align marketing once new direct flights are committed to support continuation and expansion of the route(s).

Indicators of Success

» Tourism data is included in proposals and negotiations for and analysis of new routes.

» New routes are sustained with the support of the tourism industry.

Background & Rationale

During community input sessions and other meetings, key stakeholders expressed a desire to increase the number of airline flights and decrease the cost of flights to Montana. While the potential for increased tourism passengers alone cannot generally convince airlines to increase the number of flights, Montana's tourism community provides valuable support to those groups (primarily private businesses and airports) that are actively negotiating additional flights to Montana.

Montana tourism stakeholders can contribute origin and destination data, visitor destination data, financing, and destination community support to the groups negotiating with airlines. Once committed, additional flights can be supported by tourism marketing to help drive demand.

Resources

Further information on the process of acquiring airline routes in Montana can be found through the following sources:

Montana Air Service: Opportunities and Challenges (February 2007) at http://www.mdt.mt.gov/other/research/external/docs/research_proj/airchallenge/final_report.pdf

For a discussion on the Newark-Bozeman flight added in 2012, the City of Bozeman Economic Development Council meeting minutes at: http://tinyurl.com/bwet3dl

Missoula makes short list for low-cost service by Frontier Airlines, at http://tinyurl.com/ctpbdsh

Missoula Economic Partnership Air Service Task Force at http://www.missoulapartnership.com/tag/air-service-task-force/

4.7.   Address communication and transportation infrastructure needs to support tourism and recreation

This Strategic Action strengthens Montana's marketing efforts and product development.

Recommended Tactics: Highways & Roads

TAC, MTOT, Regions, CVBs, Communities, Tribes, Businesses & Organizations

- » Work closely with tourism partners to identify transportation infrastructure needs and pursue infrastructure funding under tribal, state, and federal transportation programs.

    - Tourism partners include Montana Department of Transportation, public land management agencies, tribal governments, innovative programs like LINX in the Greater Yellowstone Region.

    - Current funding programs include those under MAP-21, P.L. 112-14, www.fhwa.dot.gov/map21/summaryinfo.cfm.

- » Develop the full potential of the Montana Scenic-Historic Byways Program, working closely with the Montana Department of Transportation and the Scenic Historic Byways Advisory Council (see www.mdt.mt.gov/travinfo/scenic/).

- » Fully explore the eligibility of Montana's scenic-historic byways for federal support under the new Transportation Alternatives program. (see ASLA issue brief at http://www.asla.org/FederalGovernmentAffairs.aspx?id=34517)

Recommended Tactics: Visitor Information Centers, Rest Areas, and Other In-State Information Dissemination Points

MTOT, Regions, CVBs, Communities, Tribes

- » Implement redesigned Visitor Information Center (VIC) system.

- » Establish a rigorous process to evaluate the cost-effectiveness of the VIC program and its value to stakeholders and visitors.

- » Continue benefit-cost analysis of possible distribution methods, such as kiosks, Wi-Fi access, and alternative locations for stocking printed visitor information.

Recommended Tactics: Internet Access

Regions, CVBs, Communities, Tribes, Businesses & Organizations

- » Where visitors do not have access to Wi-Fi or cell service, evaluate the need, value, and possibilities for expanding these services in the short term or over time.

- » Where visitors do not have access to Wi-Fi or cell service, explore creative ways to meet visitor information needs (e.g., local wayfinding, widely available print maps or information). Collaborate with other stakeholders to devise a coordinated approach to providing information between "hot spots".

Indicators of Success

» Tourism stakeholders and partners collaborate effectively to access available transportation infrastructure funding.

» Existing programs for scenic and historic byways are fully utilized to support tourism.

» Visitor information is made available at physical locations throughout the state in a way that offers value to visitors and stakeholders and is cost effective.

» Visitor information is effectively provided even where Wi-Fi and cell service are not available.

» Stakeholders work to support increased Wi-Fi and cell service, where the need, value, and viability are firmly established.

Background & Rationale

Meeting visitors' infrastructure needs and expectations is important in conversion of visitors and in the delivery of a good visitor experience.

 Visitors often perceive cellular and Wi-Fi access as necessities not luxuries. Even for those wishing to be "off the grid", there is often a desire to have access to cell and Wi-Fi to obtain visitor information on the ground. Lack of access to these communications tools can significantly increase the perception of Montana as remote and poses an increased risk that the visitor experience might not be good. Montana's tourism stakeholders should work with cell and Wi-Fi service providers to offer access in as many places as possible. Where access cannot be offered, a creative approach should be devised to ensure that visitors can still obtain all of the information and support that they need and want.

Similarly, Montana's tourism community must work together to ensure that the physical availability of visitor information and support on the ground – e.g. through Visitor Information Centers, rest areas – continue to meet the evolving needs of the visitor in a cost-effective manner.

Public lands lose their value as a tourism asset if they cannot be adequately accessed, and may lose their appeal if other visitor infrastructure is absent. Working closely with public land management agencies can improve the availability of public infrastructure.