



**Grant Details**

**95522 - FY21 Region/CVB Marketing Plan**

**101302 - FY21 West Yellowstone CVB Marketing Plan**

**DOC Office of Tourism**

**Grant Title:** FY21 West Yellowstone CVB Marketing Plan  
**Grant Number:** 21-51-027  
**Grant Status:** Underway  
**Comments:**  
**Applicant Organization:** West Yellowstone Chamber of Commerce  
**Grantee Contact:** Wendy Swenson  
**Award Year:** 2020  
**Program Area:** DOC Office of Tourism  
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**Grant Administrator:** Barb Sanem  
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**Contract Dates**

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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?*

As the closest entrance to Old Faithful and Grand Prismatic in Yellowstone National Park, West Yellowstone has identified itself as the central location for exploring the Park. Sharing a border with Yellowstone and surrounded on all other sides by the Custer-Gallatin National Forest, the town has become the center for an amazing array of activities. Clean air and water, abundant wildlife, scenic beauty, geothermal wonders and historical reference all have made West Yellowstone a national and international destination.

West Yellowstone offers visitors an amenities-rich, safe platform for breathtaking experiences. Visitors can fish blue ribbon trout streams, hike in pristine wilderness, experience real western horseback riding, go

whitewater rafting or mountain bike on hundreds of miles of single track and forest service roads. In the winter months there are over 50km of groomed ski trails for Nordic skiing and over 400 miles of groomed snowmobile trails for recreation, including snowshoeing and sled dog rides and races.

Those looking for fun, family-friendly activities can visit the Yellowstone Giant Screen Theater, presenting a six-story high screen with stereo surround sound or the Grizzly & Wolf Discovery Center, open 365 days a year, offering an educational experience and viewing area for visitors to watch live grizzly bears, wolves, and raptors, new in 2019 the riparian exhibit with river otters and other native wetland species in their own natural habitat. Many nights during the summer season, visitors can enjoy live theater, free concerts in the park, and authentic rodeos. The 4th of July Community Celebration, Annual Rod Run (the largest event of its kind West of the Mississippi), and regional Cowboy Mounted Shooting Competition are events that enhance any visitor's experience.

The Museum of the Yellowstone, located in the original Union Pacific Depot, features the history of visitation and transportation to our nation's first national park. Open daily from the middle of May through the middle of October. Visitors can also experience early West Yellowstone through the free, self-guided historic walking tour. Nearby attractions include the 1959 Madison River Canyon Earthquake Area & Visitor Center, Nevada and Virginia Cities, and the Nez Perce Trail.

Having the west entrance to Yellowstone National Park mere blocks from downtown funnels over two million visitors through West Yellowstone. Our challenge is enticing these travelers to stop and enjoy the amenities our town has to offer, before moving on to other locations.

As a gateway to Yellowstone Park, West Yellowstone is subject to public policy and the economic ups and downs triggered by off-seasons that create a cascade of challenges including cash flow problems and difficulty in maintaining a stable employment base and housing.

#### **Strengths:**

- West Entrance to Yellowstone National Park.
- We are seen by some visitors as synonymous with Yellowstone Park and can effectively market ourselves as —Yellowstone Plus!
- Close proximity to Teton National Park and situated on the primary corridor between Glacier and Grand Teton/Yellowstone National Park.
- Access to outstanding natural assets such as mountains, lakes, and National Forests.
- A nationally recognized, well-developed system of winter trails.
- International recognition among groups and individuals (i.e. Nordic Ski)
- Ideal family vacation spot -affordable, fun, educational, clean, safe with a variety of activities.
- Seasonal airport served by a regional carrier offering daily jet service mid-May through mid-October (extended in 2019).
- Home of the Yellowstone Museum.
- A host of year-round events.
- Central location to area downhill ski resorts.
- Additional community marketing resources. Town of West Yellowstone Marketing & Promotions grant fund, West Yellowstone Tourism Business Improvement District, West Yellowstone Economic Development Council, West Yellowstone Foundation, etc.
- Potential tourism partners – Gallatin County, chambers, regions, Yellowstone Teton Territory (ID), and Visit Utah.

#### **Challenges:**

- The perception that West Yellowstone is only a gateway into the Park and not a destination.
- The considerable distance and lack of easy access from major population centers.
- National and world events including terrorism, infectious diseases, and natural disasters that impact tourism.
- The negative press generated on issues such as the wildlife, climate, natural events and Park access.
- Perception of limited or lack of restaurants, nightly entertainment & family friendly activities/events.
- Managing the number of visitors and traffic flow.
- Access to campgrounds, trails, and public lands in the national forests.
- Public policy decisions (budget cuts, work visas) demand immediate response and resources, but ultimately, we may not be able to affect them.
- Effective means of communicating with visitors passing through.
- Increased price in lodging
- Fewer RV space and services
- Non-resident ownership and partnerships that results in more limited community involvement.
- Lack of public transportation regionally and through the Park
- Developing competitors in neighboring communities like Island Park, ID

#### **Competitor Analysis**

The attached chart outlines both direct competitors and an emerging area of competition: routes that either totally by-pass the west entrance/West Yellowstone or routes that move one or more nights that would have been spent in West Yellowstone to another community or state.

#### **Integration with Montana's Brand Platform**

*You could say that West Yellowstone IS the brand pillars:*

With Yellowstone Park in our "backyard" and our "front yard" composed of three national forests, *we can offer* more spectacular unspoiled nature than anywhere else in the lower 48. As the west entrance to Yellowstone National Park and geographically located adjacent to the National Forests, just two miles from Wyoming and 12 miles from Idaho, we are uniquely positioned to be a vibrant and charming small town that serves as a gateway to natural wonders.

Our messaging is similar to the guidelines laid out by Destination Analysts: honest and genuine, focusing on adventure and activity-based niches, unique experiences and access to unspoiled nature with modern comforts.

We differentiate our value proposition by featuring direct access to the First National Park (closest entrance to Grand Prismatic and Old Faithful) and a wide range of activities in every season to offer breathtaking experiences by day, relaxing hospitality at night.

**Describe your destination.**

While all phases of the decision-making process are key for West Yellowstone, we incorporate imaging of Yellowstone National Park and unique activities, both warm and winter seasons, during the Inspiration Phase. We often include images and messaging in our marketing, because the sights and sounds of Yellowstone are easily recognized by potential visitors to our area.

During the Orientation Phase we try to incorporate a destination message to distinguish West Yellowstone as a location outside of Yellowstone Park, yet an important gateway, with unique amenities and experiences of its own. We use maps and directions regarding our location to transportation hubs and distance from major landmarks to accomplish this.

Our Visitor Information Center and Website are our greatest tools for Facilitation. They allow potential and in market visitors to plan routes, lodging and activities, either online or with one-on-one assistance.

**Optional: Include attachments here**

FY21\_Competitor Chart.pdf

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

In West Yellowstone, we strive to target the best markets that will drive sufficient volume year-round to fill over 2,500 hotel and motel rooms, cabins, condos, and vacation rentals.

As a result of the Destination Analysts Study, Destination Think Tourism Sentiment Survey, NSight Report and others we have received specific to West Yellowstone, we learned that the Geo-Traveler spans multiple generations and characteristics, and has now morphed into a general profile of the high potential visitor, with high-value niches.

Further research has shown us that our demographics are relatively split between male and female, skewing slightly depending on the season, average ages of 35-64. While our overarching group descriptors are Family Travelers, International and Active Mature, we are able to break these down even further to Bucket Listers, Experience Seekers, Dream Trippers, Adventure Seekers and Go For It Families (source: NSight)

We use our marketing funds to focus mainly on the family travelers and winter enthusiasts, incorporating niche messaging into our shoulder season campaigns. With our public/private partnerships, we are also able to penetrate some international markets including China, UK, Germany, Europe and India.

**ADVENTURE SEEKER**

- 25-35 years old
- Moving up in their career
- No family or very young family
- HHI @ 100K+
- 6+ trips per year, 2-3 trips around authentic experiences
- Frequently travels with other individual travelers
- Active on social media, spends time and money on interests
- Desired experience: Culture and adventure; Motivation

**EXPERIENCE SEEKER**

- 36-50 years old

- Professionals, established in career
- Double income, no kids
- HHI \$200K+, high disposable income
- 6+ trips per year
- Immersive travel experiences
- Looks at reviews, recommendations from experts and friends
- Desired experience: Leisure and culture; MeTime

#### **DREAM TRIPPER**

- 51-65 years old
- HHI @ \$150K+
- Couples traveling together; sometimes with friends
- Lots of planning, includes tours and package options
- 8+ trips per year, 2 big vacations and 6 getaways including visiting family
- Not highly engaged in social media, loyal to associations
- Desired Experience: Leisure and culture; story telling

#### **BUCKET LISTER**

- 66+ years old
- HHI @ \$100K+
- High percentage of income is fixed, tied to investments
- 5+ trips per year with longer stay periods
- Longer lead times, lots of research
- 2+ trips per year tied to visiting family
- Engaged in hobbies and interests
- Desired Experience: Culture; breath-taking

#### **GO FOR IT FAMILY**

- 36-50 years old
- HHI @ \$200K+
- Kids are older and can engage at the parents' level
- Mom makes decisions
- 7+ trips per year, 2 big vacations and 5 getaways
- Lots of travel centered on activities

- Unique experiences, higher end activities, creating memories matters most
- Desired experience: Leisure, culture, and adventure; excitement

### Target Geographic Markets

Due to Covid-19, FY21 geographic markets will shift even more to drive markets including our surrounding states, the NW region, CO, NV, and AZ. Winter will continue to include the Midwest states that come for snowmobiling and Nordic skiing.

West Yellowstone's primary geographic target markets have historically included:

- *Our top 10 states* are Utah, Montana, California, Texas, Idaho, Washington, Colorado, Florida, Illinois and Minnesota. They will fluctuate slightly seasonally.

*top countries:* Canada, UK, France, Germany, Australia, India, Netherlands, Italy, Mexico & China

*b. What are your emerging markets?*

West Yellowstone's emerging geographic target markets include:

- Knowing travel will be affected by Covid-19 for the near future, we will be developing more messaging and campaigns directed at our surrounding states, the NW region, CO, NV, and AZ for drive traffic.
- Feeder markets to our local airports: Regional jet service with direct flights from Salt Lake City, UT to West Yellowstone May-Oct., and new direct flights into Yellowstone Bozeman International Airport, make for easier access from across the US, especially the coasts.
- Domestically, we are seeing more East Coast markets climbing in our website traffic and visitation including Pennsylvania, Boston and New York. These tend to be repeat, niche markets for snowmobiling, Nordic ski and fly fishing. Internationally, Mexico and India are also increasing online traffic and visitation.
- Regional drive markets including ID, UT, WA, OR, CA, and WY for destination events.
- Through public relation efforts, internet presence, and regional partnerships we want to continue to reach more domestic and international markets including Germany, Canada, India and China. (These campaigns tend to emphasize shoulder season travel.)

**Optional: Include attachments here.**

*c. What research supports your target marketing?*

We have increased our research and reporting to verify our markets. These include Visa Vue, NSight, Destination Think Sentiment Report, ITRR and reports in conjunction with MOTBD including Destination Analysts and Arrivalist. We have been able to track visitors who travel to and through our area, and also see how much they are spending and what they are spending it on. We were excited to see that the findings by Destination Analysts, NSight and Destination Think reinforced our niche markets and activity-based groups. The experiences they are having are positive. We also fully recognize the importance of the high potential visitor. We see a higher volume of international and retirees than other areas of Montana, so we also try to take those markets into consideration when evaluating potential campaigns.

ITRR statistics provide us this info regarding visitors who stayed at least 1 night in West Yellowstone:

- Top 5 Attractions: Yellowstone/Glacier National Park, Mountains/Forests, Open Space
- Top Niche Activities: Snowmobiling, Fishing, Wildlife Watching, History & Culture
- The majority entered MT through West Yellowstone by motor vehicle.
- WY Visitor Center has welcomed over 121,189 guests YTD in FY20 (down 2% from FY19).
- VIC = 61% use internet for trip planning, 20% recommendations from previous visitors, 17% mobile apps, and once here 40% used Visitor Information Center staff
- Visitor Breakout = 53% are repeat visitors, 19% first-time, 28% mixed; and 57% plan to return within 2 years
- Average age is 59. Average household income \$50,000-\$100,000
- Average group size was 2.57 (couples and families).
- Top five activities include scenic drives, day hiking, wildlife, photography, RV/camping
- Average night stay 5.7 nights in MT (spent at least one night in W. Yell).
- Top 5 States: CA, NV, WA, PA, MI
- Top 5 Countries: Germany, Great Britain, Canada, Australia, Spain

Google Analytics from destinationyellowstone.com show us interesting statistics for our website traffic:

- Our visitors are split 50/50 male and female.
- Primary age group 35-64.
- Interests include: Travel, Outdoor Enthusiasts, News/Weather, Food & Dining, Real Estate, Home & Garden

**1. Attract visitors by communicating an image consistent with our long-term vision as a vacation destination and one that places high value on existing assets, amenities and natural resources of the region.**

- Focus on the fact that we are THE closest gateway to Old Faithful, the most convenient for experiencing Yellowstone, especially targeting drive market population centers in a 5-10 hour radius (Utah, Idaho, Wyoming, Washington, Oregon, North and South Dakota, as well as southern Canada) and for some limited and targeted campaigns, Montana.
- Focus on our traditional niche activities especially in winter and shoulder seasons. Increase focus on activities that align with events such as biking (Old Faithful Cycle Tour), cross country skiing (Yellowstone Ski Festival and Rendezvous Race), fishing (North American Ice Fishing Circuit), and snowmobiling (media Snow Shoot and Snowmobile Events).
- Retain our traditional markets while focusing on expanding markets that apply to us including those identified through research. Offer destination events such as Kids'N'Snow that appeal to these markets.
- Increase our image as having historic and cultural sites by promoting the 1959 Madison Canyon Earthquake informational drive and site, the Nez Perce and Bannock trails; as well as honoring our historic past with support of events/activities of the Yellowstone Museum, Historic Walking Tour and partnering with the Hebgen Lake District of the USFS to promote these sites.

Increase visitation in shoulder and winter seasons.

- Brand ourselves as a year-round destination, emphasizing our numerous outdoor adventure niches, and central location to Park and area attractions.
- Foster a positive picture of our community, in touch with environmental concerns and sustainability.
- Continue to build on our "Heart of" signature in all of our campaigns

**2. Continue to expand our marketing effectiveness by joining our efforts with those of marketing partners. Incorporate the Montana brand pillars and initiatives whenever possible.**

As much as our defined budget allows, we will continue to partner with MOTBD, Yellowstone Country, and other entities as we carry on toward fulfilling the goals of the existing and any new MOTBD strategic plans. We will also draw upon our private sector marketing partners. We understand the value of participating in joint ventures that help stretch marketing dollars in new ways and reduce duplication where possible.

**3. Continue to target our market as accurately as possible, to assure funding is used to reach an audience that asks for information, travels to West Yellowstone, and spends significant dollars.**

We will use a variety of proven marketing efforts and track those efforts, while integrating new progressive marketing techniques. Across every season we will appeal to our identified audiences and markets.

*Measurable Objectives are attached.*

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

We would like to continue participating in Joint Ventures with MOTBD as our budget allows, and explore any other opportunities that pertain to our activities and amenities.

We find online to be more advantageous for West Yellowstone, because it can hit a much larger, yet targeted audience, and provides clear ROI tracking.

We do not have the budget to participate in large print campaigns with the repetition needed to be successful, but if package promotions including print, digital, social, etc were presented, we would be interested.

We are always open to new joint venture opportunities, incorporating public/private partnerships with MOTBD, our tourism regions and other state organizations with like-minded goals.

**Optional: Include attachment here.**

*b. In what other types of co-ops would you like to participate? (Regions/CVBs, etc.)*

We would love to participate in more Joint Ventures including Region/CVB, as budgets and alignment with our marketing plan allow.

Some Joint Ventures programs do not include activities and amenities that West Yellowstone offers. Because our region is so diverse, many joint venture opportunities focus on specific markets that do not match our niche activities.

We have found research JV opportunities be both cost effective and great return with the knowledge gleaned.

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

In the recent past we have taken advantage of Joint Venture marketing programs with MOTBD including Visa Vue and LiveIntent. Research and online targeted campaigns were very beneficial and performed well, and were successful in incorporating the Montana Brand to drive potential visitors to our specific area.

We also participated in Joint Ventures programs with Yellowstone Country including TripAdvisor Pages, combined winter print co-op, and spring programmatic digital campaign. These have all done well and produced quality leads.

The other Joint Venture program of which we are pleased to be a partner in, was the Yellowstone Loop Partnership with Visit Utah promoting a route from Salt Lake through Grand Teton and Yellowstone Parks highlighting gateways communities and locations off the beaten path. Through this partnership, we were asked to host one of the 50 International Journalists in 50 US locations through Brand USA, and were the only Montana location included in the program.

We consider these Joint Ventures to be successful avenues of marketing and will continue to participate as our budget and market alignment allows.

Optional: Include attachments here.

FY21\_Measurable ObjectivesFinal.pdf

Optional: Include attachments here.

Optional: Include attachment here:

### Marketing Segment, Method & Budget

Marketing Segment	Marketing Method	Describe your method.	Provide supporting research/statistics.	How do you plan to measure success?	Provide a brief rationale for this method.	Estimated budget for method.	Marketing Method Evaluation	Add'l Atchmnt
				Measurable objectives:  <b>General</b> <ul style="list-style-type: none"> <li>• 3% increase in West Yellowstone Resort Tax Collections over the previous fiscal year.</li> <li>• 1% increase Lodging Facilities Use Tax Collections (bed tax).</li> <li>• 2% increase in airline arrivals to the West Yellowstone Airport.</li> </ul> <b>Website</b> <ul style="list-style-type: none"> <li>• 10% increase over the previous fiscal year for</li> </ul>	Aligns with our goals of: <ul style="list-style-type: none"> <li>• Attracting visitors to West Yellowstone by communicating an image that is consistent with our</li> </ul>			

Consumer	Opportunity Marketing	<p>Marketing opportunities that might not be recognized at the time of submitting our FY21 Marketing Plan, may become available or may be necessary due to unforeseen circumstances like natural disasters, changes to government policies or national and world events beyond our control.</p> <p>This line item allows us to allocate funds that can be available as these situations present themselves.</p>	<p>In the past, we have utilized opportunity funds for consumer shows with partners including TBID, to assist with travel and production expenses for celebrities and press to cover local niche events, promote new events, and create out-of-home multi-media campaigns.</p> <p>Many of these campaigns and events proved successful and some even continue to this day as part of our annual plan.</p>	<p>online campaign landing page as entry point.</p> <ul style="list-style-type: none"> <li>5% increase in mobile traffic over the previous fiscal year.</li> </ul> <p><b>Social Media</b></p> <ul style="list-style-type: none"> <li>8% increase in social media followers over the previous fiscal year.</li> <li>12% increase in social engagements over the previous fiscal year.</li> </ul> <p><b>Email</b></p> <ul style="list-style-type: none"> <li>Increase email subscribers by 15%.</li> <li>Local emails (B2B): Increasing open rates to 35%, CTR to 18%.</li> <li>General/niche emails (B2C): Increasing open rates to 20%, CTR to 7.5%.</li> </ul>	<p>long-term vision of West Yellowstone as a vacation destination.</p> <ul style="list-style-type: none"> <li>Continuing to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit.</li> <li>Continuing to expand our marketing potential by participating in partnerships with other tourism partners.</li> </ul>	\$1,626.00		
		<p>Our website is one of our most important marketing tools, if not the most important method to maintain our market share. It seems all three levels are of the decision-making pyramid (inspiration, orientation, facilitation) are working together.</p> <p>West Yellowstone has adopted a new strategy for our website to be more flexible responding to the ever- changing ways visitors interact online. While our strategy will continue to use maintenance, content development and integration of mobile and web cam applications to stay competitive in the market, we are utilizing a Growth Driven Design concept. Our action plan includes, but is not limited to existing strategies, but will allow us the flexibility to update/create more interactive landing pages for campaigns, integrate maps with our database, make greater use of video and increase usability.</p> <p>Growth Driven Design (GDD) focuses on prioritized planning with development sprints (blocks of projects that can be checked off),</p>						



Consumer	Website/Internet Development/Updates	<p>instead of major changes when RFPs are done. GDD allows us to spread out our budget instead of huge up-front investments. We can make on-going changes to make sure our content is accurate and up-to-date.</p> <p>We are able to better measure our visitors' behavior and customize our content to what they want. It allows for greater integration with our marketing campaigns. Our decisions will be based more on data, allowing for quicker results with less risk.</p> <p>In this method, we have also included the maintenance, updates and content development for some of our segment sites including Kids'N'Snow. Content creation and updates for these sites, creates consistency across our marketing campaigns and increases referral traffic to DestinationYellowstone.com.</p> <p>As content creation, distribution and management has become more time consuming, we have added a part-time staffer to assist with website, social media and e-news content management. This has given our Marketing Director the necessary time to focus on placements and new media that will serve our needs in the best possible way. This position could also be funded from admin, social media and electronic advertising line items as it incorporates all facets.</p> <p><b>Maintenance Tasks</b></p> <ul style="list-style-type: none"> <li>• Ensure that the website is up (on-line) and functioning.</li> <li>• Check daily (refresh cache) and that the website is on-line</li> <li>• Working navigation to key pages (eat, sleep, play, etc.).</li> <li>• Verify search functions working for lodging and campgrounds.</li> <li>• Monthly, check that links to all pdf's (maps, information sheets, etc.) and embedded text links are functioning.</li> <li>• Test contact form, pdf download and e-newsletter links (and auto responses) are working.</li> <li>• Check links to webcams.</li> <li>• Check that snowmobile and Nordic ski trail reports are loading (seasonal).</li> <li>• Check Trip Planner is functioning &amp; send a test email to check auto-response.</li> <li>• Check all external linking from the website.</li> <li>• Check all links to social media (Twitter, Pinterest, Facebook) &amp; ensure feed is loading &amp; updating appropriately.</li> <li>• Updated WYCC business listings and descriptions (Google Docs and website).</li> <li>• Approve new/updated WYCC business listings &amp; descriptions.</li> <li>• Approve new/updated calendar of event submissions.</li> <li>• Assist in approving new/updated specials/coupons.</li> <li>• Web site content creation &amp; upload.</li> <li>• Update revised content (business listings).</li> <li>• Add new member listings.</li> <li>• Add new content as available (news,</li> </ul>	<p>Comparing our metrics to date to the same time period in the prior fiscal year, we have increased our website sessions, time on site and traffic to landing pages, while decreasing bounce rate. Our mobile traffic is also tracking ahead of this time last year.</p> <p>According to the Annual ITRR study, visitors who spent at least one night in West Yellowstone, online resources, including websites, remain high on the items used by visitors both planning their trip and while here.</p> <p>According to a recent DMA West report DMO websites remain an ever-important resource throughout travelers' journeys – from the inspiration to take a trip to the essential details of their itineraries. In fact, in January 2017, over one-third of American leisure travelers reported having used a DMO website in the past year to research and/or plan travel—a figure that is up nearly 10% from July 2009. The report also showed that these sites are amongst the most trusted &amp; valued resources after travelers' direct contact with their own friends &amp; family.</p> <p>Key Findings of the study done by Destination Analysts &amp; Miles revealed:</p> <ul style="list-style-type: none"> <li>• Nearly 40% of the DMO website user audience who represents potential visitors to the destination reported being at a point of influence in their destination decision when accessing these sites. The remainder of these users had already made up their mind to visit the destination when they used the DMO website.</li> <li>• Those website users who were</li> </ul>	<p>Measurable objectives:</p> <p><b>General</b></p> <ul style="list-style-type: none"> <li>• 3% increase in West Yellowstone Resort Tax Collections over the previous fiscal year.</li> <li>• 1% increase Lodging Facilities Use Tax Collections (bed tax).</li> <li>• 2% increase in airline arrivals to the West Yellowstone Airport.</li> </ul> <p><b>Website</b></p> <ul style="list-style-type: none"> <li>• 10% increase over the previous fiscal year for online campaign landing page as entry point.</li> <li>• 5% increase in mobile traffic over the previous fiscal year.</li> </ul> <p><b>Social Media</b></p> <ul style="list-style-type: none"> <li>• 8% increase in social media followers over</li> </ul>	<p>Potential visitors are planning their vacations online more than ever. Our website, <a href="http://www.DestinationYellowstone.com">www.DestinationYellowstone.com</a> is our primary marketing tool for distributing information to prospective and on-site travelers. Through it we inspire, convert and facilitate the user.</p> <p>In order to stay competitive, we need to maintain, update and develop new content and technology integrated with our website, including responsive designs, web cams and other applications. We will do this through routine maintenance, development and integrating mobile and web cam applications.</p> <p>All of our segment sites including <a href="http://westyellowstonemicefishing.com">westyellowstonemicefishing.com</a>, <a href="http://kidsnsnow.org">kidsnsnow.org</a> and <a href="http://skirunbikemt.com">skirunbikemt.com</a> are hosted independently, but are the highest ranking referral sites for DestinationYellowstone.com. We feel that, by incorporating updates and content creation for these sites into our overall campaigns, helps to enhance and all sites, contribute to our overall goals and create consistency across campaigns.</p> <p>This aligns with our goals of:</p> <ul style="list-style-type: none"> <li>• Attracting visitors to West Yellowstone by communicating an image</li> </ul>	\$35,000.00		
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calendar ,new play categories, etc.) to existing sections.

- Update content with new or revised keywords/keyword phrases.
- Add new attachments (maps, etc.).
- Work with TBID administrator as needed for website maintenance and enhancements.
- Responsible for photo, video, and imaging website updates.
- Change photo sequencing as needed.
- Add new photos (seasonal) or to enhance existing listings (calendar, secondary pages, news stories).
- Load Alt tags with all new images.
- Upload video clips.
- Training: work with DY members (existing and new inquiries) on how to complete forms (business listing and specials).
- Work with DY members and community on how to complete the event submission form.
- Train VIC staff on website (where & what information, links, attachments, etc.).
- Train staff on responding to the contact form (scripts for standard responses) and audit as needed.
- Train staff on updating snowmobile and Nordic ski reports.
- Work with Marketing on Google Analytics (reports to run) & tracking.
- Work with Marketing on development of meta- and alt-tags (initial and then revisions).
- Work with Marketing on linking strategy (developing/correcting in-bound links, embedded website links, external links from the website).
- Run organic search checks on Google, Bing, and Yahoo for keywords/long-tail phrases & document standing.
- Website Analytics and Marketing Interface.

**Development:** Identify possible new applications and technology integrations and incorporate these into our website. This could include and is not limited to:

- Design, develop & implement additional buttons and/or pages to our web site as promotions & opportunities arise.
- Maps
- Itineraries
- Accessibility

**Technology Enhancements:**

- Update the pdf of our Destination Guidebook & other resources on our website, enable RSS feeds, upload podcasts, and additional YouTube videos
- Creating and enhancing more mobile-friendly resources on the website

**Web Cam:** Our webcam (located at the trailhead for the Rendezvous Ski Trail) has a dedicated transmission connection. Our strategy includes monthly maintenance and hosting costs. We are also exploring partnerships with local businesses for further webcam development and placements.

gathering information for a potential or intended trip to the destination planned to spend an average of 3.7 days in-market when they accessed the DMO website.

- Nearly eight in ten website users surveyed after using a DMO website for trip research and/or planning purposes indeed visited the destination that site promoted (78.0%).

International visitors are extremely reliant on internet & smart device access while traveling. Mobile access continues to grow. Therefore, making sure our website is fast loading and continually responsive is important.

the previous fiscal year.

- 12% increase in social engagements over the previous fiscal year.

**Email**

- Increase email subscribers by 15%.
- Local emails (B2B): Increasing open rates to 35%, CTR to 18%.

General/niche emails (B2C): Increasing open rates to 20%, CTR to 7.5%.

that is consistent with our long-term vision of West Yellowstone as a vacation destination.

- Continuing to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit.

Consumer	Joint Ventures	<p>We try to take advantage of joint venture marketing programs with MOTBD, Yellowstone Country and community partners as much as our budget and our goals allow. In the past, these projects have primarily included print and online advertising buys and research.</p> <p>Starting in FY16, we partnered with Visit Utah to become a part of the Yellowstone Loop marketing group, that also includes other Park Gateway communities and those along the travel route between Salt Lake and Yellowstone. For a small investment, the partners are able to market to international and domestic markets online and in print. Representatives were sent to the two largest consumer shows in the world in Europe as well as IPW, and we participated and hosted FAM tours that included receptives and partners from the areas included in the marketing campaign, including Canada, Germany, UK, China and US. Digital campaigns are currently running in all markets. We would like to continue with this program and build on the return we are already seeing. We also heard from contacts, partners and lodging facilities that bookings were made from these FAMs.</p> <p>Other joint venture opportunities may come about as community projects and events, or with other marketing regions and organizations in neighboring states. West Yellowstone is allocating funds because we feel that being able to work with other private and public entities strengthens our community message and allows us to stretch our marketing funds to reach larger markets.</p>	<p>West Yellowstone is in a good position, both physically and logistically to partner with many different entities to promote our community and state. Being located at the West Entrance to Yellowstone National Park is a great benefit that brings many opportunities our way. Yellowstone National Park is at the top of international travelers' lists, and many of those travelers come into the West Coast or Salt Lake City and travel through Idaho to reach the West Gate. These are the visitors we want to capture. With the ever-increasing number of international travelers (our fastest growing market), we need to figure out creative and cost-efficient ways to market. That is where partnerships come in.</p> <p>We have found that by partnering with organizations like Utah, Yellowstone Country and MOTBD, the benefits are exponential, including additional print and online presence. Campaign reports show high reach and impressions, while achieving our goals of engagements and clicks to our website landing pages. We've also been able to add over 14,000 qualified leads to our email database.</p> <p>We are also represented at meetings and consumer shows in the region and beyond. Things we could not achieve alone with our smaller budget.</p> <p>Recent research projects with MOTBD and Yellowstone Country, including Visa Vue and NSight, help us confirm our niche markets, geographic and demographic markets.</p> <p>These partnerships will become increasingly important as the demographics of our visitors change. Marketing to international markets is expensive and labor intensive. With multiple partners combining efforts, funds and materials the opportunities increase to reach these markets.</p>	<p>Measurable objectives:</p> <p><b>General</b></p> <ul style="list-style-type: none"> <li>• 3% increase in West Yellowstone Resort Tax Collections over the previous fiscal year.</li> <li>• 1% increase Lodging Facilities Use Tax Collections (bed tax).</li> <li>• 2% increase in airline arrivals to the West Yellowstone Airport.</li> </ul> <p><b>Website</b></p> <ul style="list-style-type: none"> <li>• 10% increase over the previous fiscal year for online campaign landing page as entry point.</li> <li>• 5% increase in mobile traffic over the previous fiscal year.</li> </ul> <p><b>Social Media</b></p> <ul style="list-style-type: none"> <li>• 8% increase in social media followers over the previous fiscal year.</li> <li>• 12% increase in social engagements over the previous fiscal year.</li> </ul> <p><b>Email</b></p> <ul style="list-style-type: none"> <li>• Increase email subscribers by 15%.</li> <li>• Local emails (B2B): Increasing open rates to 35%, CTR to 18%.</li> </ul>	<p>One of our primary marketing strategies is to promote West Yellowstone as a family-friendly destination, in every season, to both traditional families and an ever-increasing intergenerational niche. And, while it is critical to market to our historical niche markets, it is just as important to develop new products that appeal to different market segments or enhance existing ones.</p> <p>Aligns with our goals of:</p> <ul style="list-style-type: none"> <li>• Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.</li> <li>• Continuing to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit.</li> <li>• Continuing to expand our marketing potentially participating in partnerships with other tourism partners.</li> </ul>	\$15,000.00		
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Consumer	Print Advertising	<p>We plan to use traditional print advertising media in combination with digital and mobile options to gain the best ROI for our efforts. Additionally, many print publications are also available online, so it is becoming more of a two-for-one buy. We often gain editorial content as part of our buys, making them even more valuable. We will continue to use print to reinforce top of mind awareness, but include an accompanying web component whenever possible.</p> <p>Print advertising components could include, but are not limited to:</p> <ul style="list-style-type: none"> <li><b>Newsprint and magazine</b> ads are utilized in conjunction with online advertising editorial to promote West Yellowstone as a year-round, family-friendly destination while emphasizing our winter and shoulder season events including the Rendezvous Ski Race, Yellowstone Ski Festival, Kids'N'Snow, Old Faithful Cycle Tour, NAIFC Ice Fishing Tournament, and Music in the Park, to name a few</li> </ul> <p>Print advertising in our regional drive area includes ID, MT, ND, SD, and UT, and we increase our target markets for our shoulder season campaigns, utilizing opportunities in publications including National Parks Traveler, NW Travel &amp; Leisure and Outdoors NW. Many times, we do joint buys with our local TBID or Yellowstone Country region for larger or extended national ad buys including Better Homes &amp; Gardens, Midwest Living, Texas Monthly and niche publications.</p> <ul style="list-style-type: none"> <li><b>Out-of-home window or airport display.</b> This could include continuation of our Window Wrap Program cross-promoting seasons and activities; joint ventures with our entities for airport or national displays.</li> </ul>	<ul style="list-style-type: none"> <li>According to PrintIsBig.com, U.S. and worldwide industry statistics, U.S. advertisers spend on average \$167 per person on direct mail to earn \$2,095 worth of goods sold. That's a 1,300% return on investment!</li> <li>When a customer or prospect reads a printed material, they are more engaged for a longer period of time. On average, a consumer spends 43 minutes reading a magazine. Websites are often skimmed in as little as 15 seconds per visit.</li> <li>Newspapers and magazines have 63% of popularity among consumers while the Internet has just 25% (topmediadvertising.co.uk)</li> <li>61% of readers trust newspapers ads as opposed to 42% who give credibility to online ones (topmediadvertising.co.uk)</li> <li>By combining print and digital ads, it will make online campaigns 400 % more effective (topmediadvertising.co.uk)</li> <li>95 per cent of people under 25 read magazines (topmediadvertising.co.uk)             <ul style="list-style-type: none"> <li>People are 70% more likely to remember businesses seen in print compared to online (topmediadvertising.co.uk)</li> </ul> </li> </ul> <p>Print ads build brand awareness and promote customer loyalty. Consumers are very loyal to the magazines they read. Ads that are printed in favorite magazines show the consumers that the brand can</p>	<p>Measurable objectives:</p> <p><b>General</b></p> <ul style="list-style-type: none"> <li>3% increase in West Yellowstone Resort Tax Collections over the previous fiscal year.</li> <li>1% increase Lodging Facilities Use Tax Collections (bed tax).</li> <li>2% increase in airline arrivals to the West Yellowstone Airport.</li> </ul> <p><b>Website</b></p> <ul style="list-style-type: none"> <li>10% increase over the previous fiscal year for online campaign landing page as entry point.</li> <li>5% increase in mobile traffic over the previous fiscal year.</li> </ul> <p><b>Social Media</b></p> <ul style="list-style-type: none"> <li>8% increase in social media followers over the previous fiscal year.</li> <li>12% increase in social engagements over the previous fiscal year.</li> </ul> <p><b>Email</b></p> <ul style="list-style-type: none"> <li>Increase email</li> </ul>	<p>One of our primary marketing strategies is to promote West Yellowstone as a family-friendly destination, in every season, to both traditional families and an ever-increasing intergenerational niche. And, while it is critical to market to our historical niche markets, it is just as important to develop new products that appeal to different market segments or enhance existing ones. West Yellowstone has recognized that our biggest area of growth are the shoulder seasons (Spring/Fall), therefore we are committed to expanding the marketing of these seasons, while also adding to and enhancing our existing winter marketing campaigns.</p> <p>Aligns with our goals of:</p> <ul style="list-style-type: none"> <li>Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.             <ul style="list-style-type: none"> <li>Continuing to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit.</li> <li>Continuing to expand our marketing potential by</li> </ul> </li> </ul>	\$35,000.00	

				<ul style="list-style-type: none"> <li>subscribers by 15%.</li> <li>Local emails (B2B): Increasing open rates to 35%, CTR to 18%.</li> <li>General/niche emails (B2C): Increasing open rates to 20%, CTR to 7.5%.</li> </ul>	participating in partnerships with other tourism partners.			
Consumer	Online/Digital Advertising	<p>The majority of our marketing campaigns are multi-media and include some online/digital component. These components are not only the traditional static banners, but now include animated gif files, video, native content, blogs and mobile messaging. Some campaigns rely more heavily on digital assets and advertising, due to the fact that their fans are more active online (as in the case of snowmobile and ice fishing).</p> <p>Online/digital advertising is especially effective in the shoulder seasons, when our campaigns can be weather dependent and need to be changed mid-campaign. Mobile campaigns are becoming increasingly important as nearly 80% of visitors are utilizing their smartphones and devices.</p> <p>Our printed maps, calendars and vacation planners are provided in pdf format for potential visitors to download/print from DestinationYellowstone.com. Our snowmobile, OHV and ski maps are available on mobile apps that can be used offline as well.</p> <p><b>Potential Online Marketing includes, but is not limited to:</b></p> <ul style="list-style-type: none"> <li>Pay per click, SEM &amp; SEO campaigns on Google, Yahoo, Bing, etc</li> <li>National and Regional publication websites in conjunction with print campaigns</li> <li>Banner and mobile ads in conjunction with other methods on sites like KSL.com, Salt Lake, Seattletimes.com, NW Travel &amp; Leisure, NW Outdoors network, TripAdvisor, Out there Colorado, visitusaparks.com, Rec in Utah, and retargeting campaigns</li> <li>Nordic Ski: skinnyski.com, fasterskier.com, nordicskiracer.com, skipost.com, crosscountryskiassociationofamerica.com</li> <li>NAIFC Ice Fishing Tournament: banner</li> </ul>	<p>The last several years we have increased the amount of online advertising we incorporate into our overall advertising campaigns, including MOTBD and Yellowstone Country joint venture programs, with above average ROI. Our digital campaigns that ran throughout FY20 are showing above industry average results. Mobile and online banners saw CTR up to 4.8%. Our independent event websites including SkiRunBikeMT.com, KidsNSnow.org and West Yellowstone Ice Fishing recorded increased traffic during campaigns as well. Registrations through the KidsNSnow.org website were full weeks before the actual event weekend, sometimes within 24 hours of registration opening. Our February event had nearly 250 registrations in the first 24 hours and March beat that with 345 registrations in just a few hours.</p> <p>Advantages of using digital marketing:</p> <ul style="list-style-type: none"> <li>49% of people said they click on text ads. (Blue Corona, 2019)</li> <li>Businesses make an average of \$2 in income for every \$1 they spend in AdWords. (Blue Corona, 2019)</li> <li>63% of people said they'd click on a Google ad. (Search Engine Land, 2019)</li> <li>Paid ads have been proven to result in an 11.38% clickthrough rate on Google. (Blue Corona, 2019) (Source: <a href="https://www.hubspot.com/marketing-statistics">https://www.hubspot.com/marketing-statistics</a>)</li> <li>Content marketing costs 62% less than traditional marketing and generates about 3 times as many leads. (Demand Metric)</li> <li>On average, 46% of users act after viewing a video ad.</li> <li>Location-specific digital ad campaigns are 20x more effective than traditional banner ads that are not location-based.</li> </ul>	<p>Measurable objectives:</p> <p><b>General</b></p> <ul style="list-style-type: none"> <li>3% increase in West Yellowstone Resort Tax Collections over the previous fiscal year.</li> <li>1% increase Lodging Facilities Use Tax Collections (bed tax).</li> <li>2% increase in airline arrivals to the West Yellowstone Airport.</li> </ul> <p><b>Website</b></p> <ul style="list-style-type: none"> <li>10% increase over the previous fiscal year for online campaign landing page as entry point.</li> <li>5% increase in mobile traffic over the previous fiscal year.</li> </ul> <p><b>Social Media</b></p> <ul style="list-style-type: none"> <li>8% increase in social media followers over the previous fiscal year.</li> <li>12% increase in social engagements over the</li> </ul>	<p>One of our primary marketing strategies is to promote West Yellowstone as a family-friendly destination, in every season, to both traditional families and an ever increasing intergenerational niche. And, while it is critical to market to our historical niche markets, it is just as important to develop new products that appeal to different market segments or enhance existing ones. We plan to continue to expand our shoulder season marketing campaigns, while also trying new avenues to enhance our existing winter marketing campaigns.</p> <p>Online/Digital advertising is a cost-effective way to reach out to new markets and reach those potential visitors more quickly. We can monitor response to messages and images and change them accordingly during the campaigns.</p> <p>Aligns with our goals of:</p> <ul style="list-style-type: none"> <li>Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.</li> <li>Continuing to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel</li> </ul>	\$55,000.00		

		<p>ads and links on specific ice fishing/winter fishing informational websites, ice fishing equipment sponsors, ice fishing/winter fishing forums/blogs, iceshanty.com, ice-fishing-central.com, www.bigfishtackle.com, icefishing247.com,icefishingchat.com</p> <ul style="list-style-type: none"> <li>• Snowmobile: SnoWest.com, SnowGoer, Snowtracks.com and regional association websites.</li> </ul>	<ul style="list-style-type: none"> <li>• 80% of consumers will remember a video ad they viewed in the past 30 days.</li> <li>• With the use of programmatic digital campaigns we have been able to target our geographic and demographic markets, reaching those potential visitors who are most likely to convert.</li> <li>• We can repurpose digital content across multiple platforms</li> <li>• Digital marketing can have greater reach, higher engagement and lower cost per impression.</li> </ul>	<p>previous fiscal year.</p> <p><b>Email</b></p> <ul style="list-style-type: none"> <li>• Increase email subscribers by 15%.</li> <li>• Local emails (B2B): Increasing open rates to 35%, CTR to 18%.</li> <li>• General/niche emails (B2C): Increasing open rates to 20%, CTR to 7.5%.</li> </ul>	<p>information, but also arrives in West Yellowstone and spends significant dollars during the visit.</p> <ul style="list-style-type: none"> <li>• Continuing to expand our marketing potential by participating in partnerships with other tourism partners.</li> </ul>			
Consumer	Social Media	<p>We utilize Social Media marketing to expand our virtual community of West Yellowstone participants and businesses using a variety of social networking sites and linkages. We plan to continue to further develop the West Yellowstone social media accounts to distribute information &amp; publicize events. We constantly work to enhance content on our platforms &amp; other travel-related sites such as Trip Advisor &amp; Google, as well as web-based event calendars &amp; publications. Working as a community, we can dramatically raise the visibility &amp; content of West Yellowstone online.</p> <p>We are continuing to work on strategies where visitors can take advantage of our activities and scenery to create their own memories, while also promoting West Yellowstone through photos &amp; videos. This allows us to accumulate user generated content.</p> <p>We also offer to train our members through workshops to better understand and utilize their social platforms, and encourage them to follow and share our content.</p> <p>Again, as mentioned in our Website strategy, as content creation, distribution &amp; management has become more time consuming, we have recognized the need to add personnel to assist with website, social media &amp; e-news content management. We have added a part-time staffer to assist in these components, giving our Marketing Director the necessary time to focus on placements &amp; new media that will serve our needs in the best possible way. This position could also be funded from administration &amp; website line items as it incorporates all facets.</p>	<ul style="list-style-type: none"> <li>• 42% of the world's population (3.2 billion people) uses social media. (Emarsys)</li> <li>• 90.4% of Millennials, 77.5% of Generation X, and 48.2% of Baby Boomers are active social media users. (Emarketer)</li> <li>• 54% of social browsers use social media to research products. (GlobalWebIndex)</li> <li>• Each person spends an average of 2 hrs &amp; 22 min daily on social networks &amp; messaging. (Globalwebindex)</li> <li>• Social networks are the biggest source of inspiration for consumer purchases with 37% of consumers finding purchase inspiration through a channel. (PWC)</li> <li>• Social media is the most relevant advertising channel for 50% of Gen Z &amp; 42% of millennials. (Adobe)</li> <li>• 50% of consumers say that seeing user-generated content would increase their chances of buying products through a brand's social media. (Curalate)</li> <li>• 93% of social media advertisers use Facebook ads on a regular basis. (Social Media Examiner)</li> <li>• Twitter ads are 11% more effective than TV ads during live events. (Twitter)</li> <li>• YouTube is the preferred form of social media marketing worldwide by 83% of consumers. (Hubspot)</li> </ul> <p>Our FY20 objective was an 8% increase in social media followers over the previous year, &amp; 2% increase in engagements. currently at 9%, and our increase in engagements is at 60%. While organic reach on some platforms has decreased, ours remains high, confirming that we are</p>	<p>Measurable objectives:</p> <p><b>General</b></p> <ul style="list-style-type: none"> <li>• 3% increase in West Yellowstone Resort Tax Collections over the previous fiscal year.</li> <li>• 1% increase Lodging Facilities Use Tax Collections (bed tax).</li> <li>• 2% increase in airline arrivals to the West Yellowstone Airport.</li> </ul> <p><b>Website</b></p> <ul style="list-style-type: none"> <li>• 10% increase over the previous fiscal year for online campaign landing page as entry point.</li> <li>• 5% increase in mobile traffic over the previous fiscal year.</li> </ul> <p><b>Social Media</b></p> <ul style="list-style-type: none"> <li>• 8% increase in social</li> </ul>	<p>West Yellowstone has realized that the power of social media is so much more than traffic to our website. It is brand awareness, and information source during crisis management. It plays a huge factor in marketing our destination events, and in addition to our general followers, it is also a way to target specific niches with pay per click advertising. West Yellowstone will continue to enhance our content for our social media channels, utilizing a content calendar focusing on important dates like the opening and closing dates of Yellowstone Park, and promoting our destination events and information related to these events. Whenever possible, we include links back to DestinationYellowstone.com or event websites, which increased our ability to track our ROI. Facebook, Twitter and Pinterest accounts area already created and maintained for the WY Chamber, Kids'N'Snow, Snowmobile Events and Ice Fishing. Rendezvous Ski Trails and events have created their own social media channels and</p>	\$12,500.00		

		<p><b>Social Media Strategies</b></p> <ul style="list-style-type: none"> <li>Continue to expand and encourage a networked virtual community of West Yellowstone participants &amp; businesses using a variety of social networking sites and linkages.</li> <li>Further develop the -Destination Yellowstone Facebook, Twitter, Instagram and Pinterest accounts to promote our West Yellowstone website, distribute information &amp; publicize events.</li> <li>Use of new social media avenues as they become applicable to a business or tourism situation.</li> <li>Enhance content and photo offerings on travel-related and events-information sites such as Trip Advisor, Google Maps, Google Places &amp; Yelp.</li> </ul>	<p>posting relevant content, that our followers want to receive &amp; with which they choose to interact. It also continues to remain one of the top referral sources for our website.</p> <p>Our overall increase for social media followers is currently at 9%, and our increase in engagements is at 60%.</p> <p>Below are our current social media statistics:</p> <ul style="list-style-type: none"> <li><b>“West Yellowstone Chamber”</b> Facebook – 11,629 followers</li> <li><b>“West Yellowstone Montana”</b> Pinterest – 936 followers</li> <li><b>@destination.yellowstone</b> Instagram: 1,975 followers</li> <li><b>@DestYellowstone</b> Twitter- 6,106 followers</li> <li><b>“West Yellowstone Snowmobiling”</b> Facebook – 10,264 followers</li> <li><b>“Kids’N’Snow”</b> Facebook- 661 followers</li> <li><b>Rendezvous SkiTrails</b> Facebook – 3,209 followers</li> </ul>	<p>media followers over the previous fiscal year.</p> <ul style="list-style-type: none"> <li>12% increase in social engagements over the previous fiscal year.</li> </ul> <p><b>Email</b></p> <ul style="list-style-type: none"> <li>Increase email subscribers by 15%.</li> <li>Local emails (B2B): Increasing open rates to 35%, CTR to 18%.</li> <li>General/niche emails (B2C): Increasing open rates to 20%, CTR to 7.5%.</li> </ul>	<p>we regularly share content from these sources.</p> <p>We have been researching and working with community partners to develop a WeChat strategy and presence for our Pacific Rim and eventually other countries like India, Europe and Africa who utilize this platform as their main form of online communications and information service. We will continue to pursue this option in FY21.</p>			
	<p>Electronic Adv - Newsletter,</p>	<p>West Yellowstone plans to continue to utilize our growing email database by sending out regular e-newsletters promoting our lodging and amenities, plus sending out timely e-blasts for specific events and news. In the past we have utilized our emails for our destination events including Kids’N’Snow and Nordic Ski Races. These blasts can be targeted at either participants or spectators. We utilize Constant Contact to manage and create our email database. The emails always have an opt-out option, and adhere to current legal requirements for security. They also contain direct links back to landing pages on DestinationYellowstone.com and event websites. We have created and update templates for each list we maintain, as well as our weekly and monthly e-blasts to create a consistent look and feel across our communications.</p> <p>As content creation, distribution and management has become more time consuming, we have recognized the need to add personnel to assist with website, social media and e-news content management. We have added a part-time staffer to assist in these components, giving our Marketing Director the necessary time to focus on</p>	<p>We are able to track our ROI for e-newsletters and e-blasts with our subscription to Constant Contact. Our emails have a combined open rate over 30% and 5% CTR (2x the industry average).</p> <p>Every month, our subscriber base continues to grow, with the majority of subscribers being organic through our website and visitor center registrations. Our current active subscriber list is over 41,000.</p> <ul style="list-style-type: none"> <li>According to <b>Radicati Group</b>, more than half of the world’s population uses email as of 2019. And this number is expected to increase upward to more than 4.3 billion by 2023. Data from Pew Research also shows that 92% of adults in the United States use email, and 61% of these email users are checking and sending emails on an average day.</li> <li>85% of Gen Z say that they prefer to use email over other modes of communication.</li> <li>According to Campaign Monitor, every \$1 spent on email marketing typically generates about \$38 in ROI.</li> </ul> <p>Hubspot.com recently released email marketing stats for 2020, showing the importance of incorporating this method into</p>	<p>Measurable objectives:</p> <p><b>General</b></p> <ul style="list-style-type: none"> <li>3% increase in West Yellowstone Resort Tax Collections over the previous fiscal year.</li> <li>1% increase Lodging Facilities Use Tax Collections (bed tax).</li> <li>2% increase in airline arrivals to the West Yellowstone Airport.</li> </ul> <p><b>Website</b></p> <ul style="list-style-type: none"> <li>10% increase over the previous fiscal year for online campaign landing page as entry point.</li> <li>5% increase in mobile traffic over the previous</li> </ul>	<p>One of our primary marketing strategies is to promote West Yellowstone as a family-friendly destination, in every season, to both traditional families and an ever increasing inter generational niche. And, while it is critical to market to our historical niche markets, it is just as important to develop new products that appeal to different market segments or enhance existing ones. West Yellowstone has recognized that our biggest area of growth are the shoulder seasons (Spring/Fall), therefore we are allocating funds to increase the marketing of these seasons, while also adding to and enhancing our existing winter marketing campaigns.</p> <p>Aligns with our goals of:</p> <ul style="list-style-type: none"> <li>Attracting visitors to West</li> </ul>			

<p>Consumer</p>	<p>E-blast</p>	<p>placements and new media that will serve our needs in the best possible way. This position could also be funded from administration, social media and website line items as it incorporates all facets.</p> <p>Our strategy includes, but is not limited to:</p> <ul style="list-style-type: none"> <li>Continuing to collect emails and collate them into an online database: This will be done in conjunction with our electronic newsletters.</li> <li>Sending out electronic newsletters profiling upcoming events, specific specials and "hot deals". We share this list with TBID and coordinate regularly scheduled e-blasts to our general leads as well as event/campaign specific lists.</li> <li>Pushing out information to our local businesses and organizations so they are better prepared to exceed our visitor's expectations.</li> <li>Providing current and pertinent information to travelers while en-route and once they arrive.</li> </ul>	<p>multi-media campaigns. Highlights of list include:</p> <ul style="list-style-type: none"> <li>Email generates \$38 for every \$1 spent, which is an astounding 3,800% ROI</li> <li>73 percent of millennials prefer communications from businesses to come via email.</li> <li>More than 50 percent of U.S. respondents check their personal email account more than 10 times a day, and it is by far their preferred way to receive updates from brands.</li> <li>59% of respondents say marketing emails influence their purchase decisions.</li> <li>The most opened emails relate to hobbies, with an open rate of 27.35 percent.</li> <li>Email subscribers are 3x more likely to share content on social media than leads who came through another channel, according to QuickSprout.</li> <li>When a prospect or customer who opens an email on a mobile device opens that same email again on another device, they are 65% more likely to click-through to your site/offering.</li> </ul>	<p>fiscal year.</p> <p><b>Social Media</b></p> <ul style="list-style-type: none"> <li>8% increase in social media followers over the previous fiscal year.</li> <li>12% increase in social engagements over the previous fiscal year.</li> </ul> <p><b>Email</b></p> <ul style="list-style-type: none"> <li>Increase email subscribers by 15%.</li> <li>Local emails (B2B): Increase open rates to 35%, CTR to 18%. (3% and 1% increase respectively)</li> <li>General/niche emails (B2C): Increase open rates to 20%, CTR to 7.5%.</li> </ul>	<p>Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.</p> <ul style="list-style-type: none"> <li>Continuing to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit.</li> <li>Continuing to expand our marketing potential by participating in partnerships with other tourism partners.</li> </ul>	<p>\$10,500.00</p>		
			<ul style="list-style-type: none"> <li>94% of people, 12 and over listen to the radio</li> <li>the average person watched 4.5</li> </ul>	<p>Measurable objectives:</p> <p><b>General</b></p> <ul style="list-style-type: none"> <li>3% increase in West Yellowstone Resort Tax Collections over the previous fiscal year.</li> <li>1% increase Lodging Facilities Use Tax Collections (bed tax).</li> <li>2% increase in airline arrivals to the West Yellowstone Airport.</li> </ul> <p><b>Website</b></p> <ul style="list-style-type: none"> <li>10% increase over the</li> </ul>	<p>West Yellowstone recognizes that when used for the right circumstances and regional context, radio and TV can be an important component to our multi-media campaigns. Many regional radio or TV stations offer spots as part of a larger package with</p>			



Consumer	Radio & Television Advertising	<p>With a limited budget, we seldom use Lodging Facilities Use Tax Funds for radio or TV, however, if funds allow and if the opportunity arises that we can partner with other funding sources or organizations to promote West Yellowstone and destination events, we would like to be able to do so.</p> <p>In the past we have funded radio and TV spots - primarily for events. Other options may include regional radio or TV stations who offer spots as part of a larger package with digital and social components.</p> <p>Expenses could include, but are not limited to content development, production, activity fees, and other ancillary costs related directly to completing the segment.</p>	<p>hours of television every day</p> <ul style="list-style-type: none"> <li>38% of mobile users went online to research/purchase products they saw on tv</li> <li>added services like connected and streaming tv can reach targeted audiences</li> <li>repeated exposure lends to higher retention rate</li> </ul> <p>While TV and radio advertising are expensive and ROI more difficult to track, West Yellowstone still believes that it is an important component in our multi-media campaigns. With the knowledge that video and viral content is increasing in popularity in marketing, we will continue to incorporate it into our marketing as funds allow. Consideration for participation and placements would include geographic demographics, audience, and coverage area.</p>	<p>previous fiscal year for online campaign landing page as entry point.</p> <ul style="list-style-type: none"> <li>5% increase in mobile traffic over the previous fiscal year.</li> </ul> <p><b>Social Media</b></p> <ul style="list-style-type: none"> <li>8% increase in social media followers over the previous fiscal year.</li> <li>12% increase in social engagements over the previous fiscal year.</li> </ul> <p><b>Email</b></p> <ul style="list-style-type: none"> <li>Increase email subscribers by 15%.</li> <li>Local emails (B2B): Increase open rates to 35%, CTR to 18%. (3% and 1% increase respectively)</li> <li>General/niche emails (B2C): Increase open rates to 20%, CTR to 7.5%.</li> </ul>	<p>digital and social components.</p> <p>Aligns with our goals of:</p> <ul style="list-style-type: none"> <li>Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.</li> <li>Continuing to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit.</li> <li>Continuing to expand our marketing potential by participating in partnerships with other tourism partners.</li> </ul>	\$100.00		
		<p>We plan to use traditional printed materials in combination with new digital and mobile options to gain the best ROI for our efforts. We find that printed materials are good for brand recognition and support for our overall marketing campaigns, especially those for events. These materials are used daily by our Visitor Center staff as resources for visitors. The Visitor Center is the main source of distribution for these materials as well. Additionally, all printed maps and materials are made available electronically on our website DestinationYellowstone.com and via email to our network. Any pieces that may be sent to businesses, etc. will include postage and shipping.</p>		<p>Measurable objectives:</p> <p><b>General</b></p> <ul style="list-style-type: none"> <li>3% increase in West Yellowstone Resort Tax Collections over the previous fiscal year.</li> <li>1% increase Lodging Facilities Use Tax Collections (bed tax).</li> <li>2% increase</li> </ul>	<p>One of our primary marketing strategies is to promote West Yellowstone as a family-friendly destination, in every season, to</p>			

Consumer	Printed Material	<p>Printed materials could include, but are not limited to:</p> <ul style="list-style-type: none"> <li>• <b>Winter &amp; Warm Season Calendars:</b> Up to 2,500 Calendar of events fold-over flyer or rack card (4"x9") formats, glossy stock as well as 11"x17" single sided posters for winter. Up to 150 11"x17" single sided posters for spring/summer events. Online versions will be available on our website and partner sites as well.</li> <li>• <b>Posters and flyers:</b> 8 ½" X 11" and 11"X17" single sided color flyers displayed in bathroom stall holders featuring activities and events throughout upcoming (or alternate) seasons (e.g., Rendezvous Race, Yellowstone Ski Festival, Annual Snowmobile EXPO, Kids'N'Snow, Yellowstone Rendezvous Race, Old Faithful Cycle Tour, etc. ). 24" X 36" posters with foam backing with fall and winter activity images printed on gloss as needed.</li> <li>• <b>Trail Maps:</b> Including OHV/ATV, All season ski/snowshoe/hike/bike, disc golf and Snowmobile. Sizes vary slightly, but fold down into approx. 5.5"x8.5". Distributed primarily through our private sector and our Visitors Center, per email, and some will also be distributed to area snowmobile/ski/bike shops and taken to consumer shows. We will also convert the maps to an electronic .pdf and upload to websites and make available for download.</li> <li>• <b>"West of Yellowstone Park" Map:</b> This map features scenic driving routes outside of Yellowstone National Park near West Yellowstone where visitors can view various species of wildlife in the spring and fall. We will update and print an 11 X 17" full color two side's tear-off map, along with an electronic (.pdf) version. We try to print enough to last two years.</li> <li>• <b>Postcards, Flyers, Mailers</b> for contests and lead follow up. These are standard sizes 6"x4" and 8.5"x11".</li> <li>• <b>Out-of-home window or airport display.</b> This could include continuation of our Window Wrap Program cross-promoting seasons and activities; joint ventures with our entities for airport or national displays. In the past, this has covered production costs, and partners have paid for installation.</li> </ul>	<p>According to ITRR research, over 44% of visitors use printed materials (ie: maps, brochures) when planning their trip, and more than 63% use them during their trip.</p> <p>Printed materials are an important component of a strong multi-media campaign. We keep a monthly count of materials handed out, giving us average use over the fiscal year. Many of our visitors ask for materials once they land, and we receive requests from those planning their trips daily. For shoulder seasons, we use Yellowstone as a base, but emphasize the opportunities "West of the Park" as well. For our winter campaigns, we incorporate event driven advertising with a destination message. Many of our local businesses take our printed materials to consumer shows that they attend throughout the year, emphasizing West Yellowstone as a year-round destination with a multitude of amenities, activities and events. Local businesses also use these materials for their frontline staff as resources for visitor interactions, and have come to expect these materials and information.</p>	<p>in airline arrivals to the West Yellowstone Airport.</p> <p><b>Website</b></p> <ul style="list-style-type: none"> <li>• 10% increase over the previous fiscal year for online campaign landing page as entry point.</li> <li>• 5% increase in mobile traffic over the previous fiscal year.</li> </ul> <p><b>Social Media</b></p> <ul style="list-style-type: none"> <li>• 8% increase in social media followers over the previous fiscal year.</li> <li>• 12% increase in social engagements over the previous fiscal year.</li> </ul> <p><b>Email</b></p> <ul style="list-style-type: none"> <li>• Increase email subscribers by 15%.</li> <li>• Local emails (B2B): Increase open rates to 35%, CTR to 18%. (3% and 1% increase respectively)</li> <li>• General/niche emails (B2C): Increase open rates to 20%, CTR to 7.5%</li> </ul>	<p>both traditional families and an ever-increasing intergenerational niche. And, while it is critical to market to our historical niche markets, it is just as important to develop new products that appeal to different market segments and enhance existing ones.</p> <p>West Yellowstone's biggest area of growth still remains the shoulder seasons (Spring/Fall) and Winter, therefore we try to continue to expand the marketing of these seasons, while also adding to and enhancing our existing marketing campaigns.</p> <p>Aligns with our goals of:</p> <ul style="list-style-type: none"> <li>• Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.</li> <li>• Continuing to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit.</li> <li>• Continuing to expand our marketing potentially participating in partnerships with other tourism partners.</li> </ul>	\$3,000.00		
			<p>Because people respond visually to content, simply adding a relevant photo to campaigns</p>	<p>Measurable objectives:</p> <p><b>General</b></p> <ul style="list-style-type: none"> <li>• 3% increase in West Yellowstone Resort Tax Collections</li> </ul>				

Consumer	Photo/Video Library	<p>It is important to represent our destination through vivid, eye-catching images. It is also very important to have current images for niche activities like ski, snowmobile and fishing where clothing and products continue to change and become outdated after 2-3 years. This requires continuously adding new images so we are always rotating new images in for old ones. To do this, the West Yellowstone CVB plans to utilize the network of local photographers and partners who graciously allow us to use their photographs and videos at no or low cost for marketing purposes including print, online, website and social media.</p> <p>The West Yellowstone CVB would also like to have funds to hire a photographer/videographer for more specific photo opportunities including 360 video, seasonal and niche activity/event footage.</p> <p>Every so often, we have requests from niche shows that film in the area; many times it is only for assistance in locations and communications with members. Other times they request production funding. In return, and in all cases, we request B roll footage and links to all airings to use for social media and visitor center screens.</p>	<p>can grab someone's attention. Brilliant images can increase engagement &amp; traffic to the website. Videos have an even higher rate of engagement. These images need to be current &amp; relevant to the destination, therefore replacing &amp; updating images on a regular basis is important to the marketing of a location like West Yellowstone.</p> <p>Research has shown that including images &amp; video in marketing is important for some of the following reasons:</p> <ul style="list-style-type: none"> <li>• 60% of travellers who view video content on social platforms use it as a factor in their decision- making process, whether that be choosing which brand to book with or their which destination they intend to travel to.</li> <li>• Expedia experienced a 27% increase in referral traffic from YouTube &amp; Skyscanner has reported a 59% increase year on year- a statistic that fully reflects the importance of video particularly within the travel and tourism industry.</li> <li>• Almost half of travellers state that they are likely to book a trip immediately after watching a travel activity video &amp; 62% of travellers stated that they would like to see a video before making a final booking decision.</li> <li>• 55% of people online watch videos every day, &amp; 78% every week.</li> <li>• 95% of those who watch videos retain the message, as compared to 10% who read it in text</li> <li>• Web content containing visuals like images or videos perform better — on average, receiving up to 94% more views.</li> <li>• Email marketing campaigns that include images have a higher click-through rate than campaigns without.</li> <li>• Infographics can increase website traffic by 12%.</li> <li>• Tweets with images or videos get, on average, a 35% or 28% increase in retweets, respectively.</li> <li>• Images on Facebook receive 20% more engagement than videos &amp; 352% more engagement than links.</li> <li>• Visuals create connections, generate more organic visibility &amp; help capture short attention spans.</li> </ul> <p>(Source: <a href="http://searchenginejournal.com">searchenginejournal.com</a>, <a href="http://www.mdgadvertising.com">www.mdgadvertising.com</a>, <a href="http://www.adido-digital.co.uk">www.adido-digital.co.uk</a>, <a href="http://hospitality.net">hospitality.net</a>)</p>	<p>over the previous fiscal year.</p> <ul style="list-style-type: none"> <li>• 1% increase Lodging Facilities Use Tax Collections (bed tax).</li> <li>• 2% increase in airline arrivals to the West Yellowstone Airport.</li> </ul> <p><b>Website</b></p> <ul style="list-style-type: none"> <li>• 10% increase over the previous fiscal year for online campaign landing page as entry point.</li> <li>• 5% increase in mobile traffic over the previous fiscal year.</li> </ul> <p><b>Social Media</b></p> <ul style="list-style-type: none"> <li>• 8% increase in social media followers over the previous fiscal year.</li> <li>• 12% increase in social engagements over the previous fiscal year.</li> </ul> <p><b>Email</b></p> <ul style="list-style-type: none"> <li>• Increase email subscribers by 15%.</li> <li>• Local emails (B2B): Increase open rates to 35%, CTR to 18%. (3% and 1% increase respectively)</li> <li>• General/niche emails (B2C): Increase open rates to 20%, CTR to 7.5%.</li> </ul>	<p>For West Yellowstone, it is important to set our destination apart from other parts of the state and even the country. We plan to have some photos and videos set up so that our mountains and other unique natural features are prominent in the images. Other images may pertain to activities and events that only happen in West Yellowstone.</p> <p>Aligns with our goals of:</p> <ul style="list-style-type: none"> <li>• Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.</li> <li>• Continuing to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit.</li> </ul>	\$4,000.00		
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<p>Consumer</p>	<p>Travel/Trade Shows</p>	<p>In the past, the West Yellowstone Chamber worked with WY TBID, members, Yellowstone National Park, USFS, and West Yellowstone organizations to most effectively promote our community, area assets and unique destination qualities at Travel and Niche shows like the Duluth MN Ice Fishing &amp; Winter Recreation Show, Morris Murdock Travel Show in UT, LA Travel &amp; Adventure Show, recreation, snowmobile and ski shows. Partners:</p> <ul style="list-style-type: none"> <li>• Distributed literature for lodging properties</li> <li>• Distributed the West Yellowstone Guidebook</li> <li>• Distributed information provided by Yellowstone National Park and the Gallatin National Forest emphasizing the wide array of activities available to destination travelers based in West Yellowstone</li> <li>• Distributed the "Comeback to West Yellowstone" calendar print piece with winter activities and events</li> <li>• Played existing video's profiling West Yellowstone as a family friendly, soft adventure destination in all seasons.</li> </ul> <p>If the opportunity presents itself again and if funding allows, we would like to attend shows again in FY21.</p> <p>Costs in attending consumer/trade shows can include, but are not limited to: printed materials, banners, supplies, travel, booth rental, and shipping/postage.</p>	<p>Travel shows draw media attention, public attendees and national travel agencies and their millions of customers. They also connect people within the industry.</p> <p>Feedback from marketing partners and committees who attended shows in 2019 was that they continued to see consistent and even increased attendance. We always connect with partners regarding recreation and travel shows they have attended to find out what may be a good fit for West Yellowstone. In FY20, one of these we attended was the LA Travel &amp; Adventure show alongside Helena and Billings. Nearly 30,000 people attended, including media, travel agents and travelers. We all felt the audience was engaged and in the planning process.</p> <p>Shows also give us an opportunity to gather qualified leads for our email communications. Through materials handed out including specials with codes specific to the shows, we are also able to track the spikes in website traffic.</p>	<p>Measurable objectives:</p> <p><b>General</b></p> <ul style="list-style-type: none"> <li>• 3% increase in West Yellowstone Resort Tax Collections over the previous fiscal year.</li> <li>• 1% increase Lodging Facilities Use Tax Collections (bed tax).</li> <li>• 2% increase in airline arrivals to the West Yellowstone Airport.</li> </ul> <p><b>Website</b></p> <ul style="list-style-type: none"> <li>• 10% increase over the previous fiscal year for online campaign landing page as entry point.</li> <li>• 5% increase in mobile traffic over the previous fiscal year.</li> </ul> <p><b>Social Media</b></p> <ul style="list-style-type: none"> <li>• 8% increase in social media followers over the previous fiscal year.</li> <li>• 12% increase in social engagements over the previous fiscal year.</li> </ul> <p><b>Email</b></p> <ul style="list-style-type: none"> <li>• Increase email subscribers by 15%.</li> <li>• Local emails (B2B): Increase open rates to 35%, CTR to 18%. (3%</li> </ul>	<p>West Yellowstone has recognized that our biggest area of growth are the winter and shoulder seasons (Spring/Fall), therefore we are committed to enhancing and expanding the marketing of these seasons, while also adding to and enhancing our existing marketing campaigns.</p> <p>A presence at consumer travel shows allows us exclusive access to potential markets and one-on-one interaction, increasing their likeliness to travel to our area.</p> <p>The exposure that we gain by attending regional and national shows and advanced direct marketing is invaluable. One we can afford within the limits of budget and goals.</p> <p>Attending the show aligns with our goals of:</p> <ul style="list-style-type: none"> <li>• Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.</li> <li>• Continuing to expand our marketing potential by participating in partnerships with other tourism organizations.</li> </ul>	<p>\$100.00</p>		
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				and 1% increase respectively) <ul style="list-style-type: none"> <li>General/niche emails (B2C): Increase open rates to 20%, CTR to 7.5%.</li> </ul>			
Marketing Support	Administration	<p>Administrative funds are utilized to cover costs incurred in the implementation of the individual marketing methods/segments within our plan, as outlined by the Rules and Regulations. These can include, but are not limited to:</p> <ul style="list-style-type: none"> <li>Equipment</li> <li>Registration fees for development/trainings</li> <li>Office supplies and rent</li> <li>Travel expenses</li> <li>Utilities</li> <li>Bank and accounting fees</li> <li>Reference materials</li> <li>Postage and shipping</li> <li>Other costs that aid in the completion of methods</li> </ul>	<p>Supporting research and statistics are provided in the individual methods/segments. Administrative costs support/enhance all of the methods per the Rules and Regulations.</p>	<p>Measurable objectives:</p> <p><b>General</b></p> <ul style="list-style-type: none"> <li>3% increase in West Yellowstone Resort Tax Collections over the previous fiscal year.</li> <li>1% increase Lodging Facilities Use Tax Collections (bed tax).</li> <li>2% increase in airline arrivals to the West Yellowstone Airport.</li> </ul> <p><b>Website</b></p> <ul style="list-style-type: none"> <li>10% increase over the previous fiscal year for online campaign landing page as entry point.</li> <li>5% increase in mobile traffic over the previous fiscal year.</li> </ul> <p><b>Social Media</b></p> <ul style="list-style-type: none"> <li>8% increase in social media followers over the previous fiscal year.</li> <li>12% increase in social engagements over the previous fiscal year.</li> </ul>	<p>One of our primary marketing strategies is to promote West Yellowstone as a family-friendly destination, in every season, to both traditional families and an ever-increasing intergenerational niche. And, while it is critical to market to our historical niche markets, it is just as important to develop new products that appeal to different market segments or enhance existing ones. West Yellowstone has recognized that our biggest area of growth are the shoulder seasons (Spring/Fall), therefore we are committed to expanding the marketing of these seasons, while also adding to and enhancing our existing winter marketing campaigns.</p> <p>Aligns with our goals of:</p> <ul style="list-style-type: none"> <li>Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.</li> <li>Continuing to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit.</li> <li>Continuing to expand our marketing potential by participating in</li> </ul>	\$42,132.00	

				<p><b>Email</b></p> <ul style="list-style-type: none"> <li>• Increase email subscribers by 15%.</li> <li>• Local emails (B2B): Increasing open rates to 35%, CTR to 18%. General/niche emails (B2C): Increasing open rates to 20%, CTR to 7.5%.</li> </ul>	<p>partnerships with other tourism partners.</p>			
Marketing Support	TAC/Governor's Conference meetings	<p>Approved organizations are required to have one paid staff or board member at each Tourism Advisory Council meeting, preferably the representative who works most closely with the Department.</p> <p>Within Yellowstone Country, our region and CVB representatives also try to have seasonal meetings where we address regional issues and opportunities to work more cohesively.</p>	<p>Attendance ensures that participating organizations are aware of current events, changes to rules and regulations, new funding opportunities and yearly approval of required Marketing Plans and budget.</p> <p>During meetings, we also have the opportunity to network with other organizations. We can compare success stories and challenges, and brainstorm new ideas.</p> <p>It is also an opportunity to educate each</p>	<p><b>General</b></p> <ul style="list-style-type: none"> <li>• 3% increase in West Yellowstone Resort Tax Collections over the previous fiscal year.</li> <li>• 1% increase Lodging Facilities Use Tax Collections (bed tax).</li> <li>• 2% increase in airline arrivals to the West Yellowstone Airport.</li> </ul> <p><b>Website</b></p> <ul style="list-style-type: none"> <li>• 10% increase over the previous fiscal year for online campaign landing page as entry point.</li> <li>• 5% increase in mobile traffic over the previous fiscal year.</li> </ul> <p><b>Social Media</b></p> <ul style="list-style-type: none"> <li>• 8% increase in social media followers over the previous fiscal year.</li> <li>• 12% increase in social engagements</li> </ul>	<p>One of our primary marketing strategies is to promote West Yellowstone as a family-friendly destination, in every season, to both traditional families and an ever-increasing intergenerational niche. And, while it is critical to market to our historical niche markets, it is just as important to develop new products that appeal to different market segments or enhance existing ones. West Yellowstone has recognized that our biggest area of growth are the shoulder seasons (Spring/Fall), therefore we are committed to expanding the marketing of these seasons, while also adding to and enhancing our existing winter marketing campaigns.</p> <p>Aligns with our goals of:</p> <ul style="list-style-type: none"> <li>• Attracting visitors to West Yellowstone by communicating an image that is consistent with our</li> </ul>	\$2,000.00		

			<p>other and our Tourism Advisory Council members about our regions and destinations.</p>	<p>over the previous fiscal year.</p> <p><b>Email</b></p> <ul style="list-style-type: none"> <li>• Increase email subscribers by 15%.</li> <li>• Local emails (B2B): Increasing open rates to 35%, CTR to 18%.</li> <li>• General/niche emails (B2C): Increasing open rates to 20%, CTR to 7.5%.</li> </ul> <p><b>Additional objectives:</b></p> <ul style="list-style-type: none"> <li>• Attend all of the Council meetings, unless excused pre-meeting, for acceptable work or weather reasons.</li> <li>• Attend partner meetings or trainings when offered.</li> </ul>	<p>long-term vision of West Yellowstone as a vacation destination.</p> <ul style="list-style-type: none"> <li>• Continuing to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit.</li> <li>• Continuing to expand our marketing potential by participating in partnerships with other tourism partners.</li> </ul>			
		<p>The West Yellowstone Chamber has had a marketing and public relations position for 15 years. We have found this position to be very efficient and cost effective. The value of the local knowledge of the community and of situations cannot be overstated. This position has critical marketing and public relations responsibilities including, but not limited to:</p> <ul style="list-style-type: none"> <li>• Creation, administration, and execution of the annual marketing plan, projects and budgets for Lodging Facilities Use Tax (Bed Tax) funding.</li> <li>• Work closely with other marketing organizations (local, regional, MOTBD) for grants and additional funding options, as well as co-operative advertising opportunities.</li> <li>• Determine and sustain new markets that</li> </ul>		<p><b>General</b></p> <ul style="list-style-type: none"> <li>• 3% increase in West Yellowstone Resort Tax Collections over the previous fiscal year.</li> <li>• 1% increase Lodging Facilities Use Tax Collections (bed tax).</li> <li>• 2% increase in airline arrivals to the</li> </ul>	<p>With our budget, West Yellowstone can best maximize dollars with local staff to manage our marketing and public relations projects. Often this position is required to communicate directly with our committees and boards to take advantage of marketing opportunities which arise with quick turnaround and deadlines. This person is also able to react quickly when crisis management is needed.</p> <p>The Marketing Director position was designed to spearhead projects so as to ensure consistent progress and message, create strong private and public sector partnerships to expand our marketing resources, explore potential niche markets. This position is ideally filled by someone who lives in our community, understands its dynamics and that of surrounding</p>			

Marketing Support	Marketing/Publicity Personnel	<p>diversify shoulder seasons West of Yellowstone Park.</p> <ul style="list-style-type: none"> <li>Determine social media marketing strategies, management (including content creation and placement) for social media platforms. Create, execute and oversee social media marketing advertising campaigns.</li> <li>Drive internet marketing programs including SEO and SEM, website optimization, and online advertising campaigns. Content creation, content and imaging library management, for the website, social media, and other on-line programs.</li> <li>Raise the level of marketing awareness and participation within our community through workshops and seminars, weekly marketing 'blasts,' bi-monthly marketing reports at Chamber (CVB) meetings, and quarterly meetings of the Chamber Marketing Committee. Work to promote MOTBD, Yellowstone Country and West Yellowstone brand messaging.</li> <li>Coordination of publicity efforts including content creation and response as needed for news releases, PSA's, radio and television interviews, as well as on-line event calendars, blogs, and promotions. Organize resources and participation in media and familiarization tours.</li> <li>Create and implement crisis management plans with unified public relations and community wide updates to ensure accurate, timely, and continually updated information is sent to area businesses, residents, and visitors.</li> <li>Works with and directs any required professional agencies for high quality production and development of projects that require unique skills, such as developing our internet and social media framework.</li> <li>Work towards integration and all aspects of funding sources available for West Yellowstone marketing.</li> <li>Continued education on the newest and upcoming trends, tools, resources and information to keep Montana and West Yellowstone at the forefront of potential travelers' minds.</li> </ul>	<p>Because the Marketing/PR position is held by someone who lives and works in West Yellowstone, they have a deeper knowledge of the community and its needs. They can react quickly on short deadlines and when communications are needed immediately for crisis situations. They know the members of other community partners and funding organizations and feel comfortable working on projects with multiple groups.</p> <p>Other advantages to having in-house marketing/PR personnel:</p> <ul style="list-style-type: none"> <li>Increase and monitor value vs. cost</li> <li>Implementation of a consistent marketing strategy</li> <li>Maximization of the community's image</li> <li>Enhanced quality control of the brand</li> </ul>	<p>West Yellowstone Airport.</p> <p><b>Website</b></p> <ul style="list-style-type: none"> <li>10% increase over the previous fiscal year for online campaign landing page as entry point.</li> <li>5% increase in mobile traffic over the previous fiscal year.</li> </ul> <p><b>Social Media</b></p> <ul style="list-style-type: none"> <li>8% increase in social media followers over the previous fiscal year.</li> <li>12% increase in social engagements over the previous fiscal year.</li> </ul> <p><b>Email</b></p> <ul style="list-style-type: none"> <li>Increase email subscribers by 15%.</li> <li>Local emails (B2B): Increasing open rates to 35%, CTR to 18%.</li> <li>General/niche emails (B2C): Increasing open rates to 20%, CTR to 7.5%.</li> </ul>	<p>areas, and can act as a 'quick response unit' when needed for unanticipated marketing and publicity challenges requiring immediate and proactive action. Synergistic coordination with other local and regional marketing funds, events, and projects is also key. The position is encouraged to know the community and seek out new opportunities, strategies and projects that have strong potential to increase visitation.</p> <p>This position is also responsible for publicity and media communications, development and distribution of on-line press and information releases; development of a media database and distribution of information to these sources on a regular basis; development, placement and maintenance of a social networking marketing strategy that focus on web-based travel sites, social networking sites, personal information/blogs sites, web-based event and calendar sites, and community workshops.</p> <p>We also expect this person to continue education and training to develop on-going knowledge, skills and networks to do the job efficiently and relay new resources, tools and opportunities to our constituents.</p> <p>This helps us reach our goals of:</p> <ul style="list-style-type: none"> <li>Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.</li> <li>Continuing to target our market as accurately as possible, to assure funding is used to reach an audience that asks for information, travels to West and spends significant dollars.</li> <li>Continuing to expand our marketing potential by participating in partnerships with other tourism organizations.</li> </ul>	\$55,000.00		FY21_Marketing Director Roles and Responsibilities.pdf
			<p>The Annual ITRR reports show Visitor Guide use still ranks high in the pre-trip planning process and even higher once visitors arrive. DMA West released a report from a study done in conjunction with Destination Analysts regarding DMO Visitor Guides that support this information as well. Some of the highlights follow:</p> <p><b>Reasons for Ordering Guides:</b></p>	<p><b>General</b></p> <ul style="list-style-type: none"> <li>3% increase in West Yellowstone</li> </ul>				



<p>Marketing Support</p>	<p>Fulfillment/Telemarketing/Call Center</p>	<p>This method encompasses the cost of distribution of the West Yellowstone Vacation Planner through shipping directly from our printer, Fed Ex, drive distribution &amp; mail from direct referrals.</p> <p>It is our plan to have the following Centers included in this distribution of our Vacation Planner. Others may be included as calls are received &amp; supplies warrant.</p> <ul style="list-style-type: none"> <li>• <b>Montana:</b> Anaconda, Dillon, Big Fork, Hardin, Miles City, Big Sky, Billings, Hamilton, Boulder, Bozeman, Butte, Chinook, Cooke City, Culbertson, Ennis, Fort Benton, Gardiner, Great Falls, Havre, Hardin, Helena, Kalispell, Lewistown, Libby, Livingston, Lolo, Miles City, Missoula, Philipsburg, Red Lodge, Shelby, Columbus, Three Forks, Whitefish, Virginia &amp; Nevada Cities, Belgrade &amp; Wibaux</li> <li>• <b>Idaho:</b> Coeur d' Alene, Twin Falls, Malad City, Idaho Falls, Teton Valley, Ashton, Rexburg, St. Anthony, Pocatello, Bonners Fairy, Lava Hot Springs, Stanley, Driggs, Twin Falls &amp; MHAFB</li> <li>• <b>Wyoming:</b> Buffalo, Cody, Jackson, Dubois, Kaycee, Sheridan, Pinedale, Thermopolis</li> <li>• <b>Utah:</b> Salt Lake, Bear Lake VIC, Bear Lake State Park, Cache Valley VIC, Forest Service - Logan</li> <li>• <b>Colorado:</b> Grand Junction</li> <li>• <b>South Dakota:</b> Keystone</li> </ul>	<ul style="list-style-type: none"> <li>• to help plan their vacation (53.4%)</li> <li>• to review information about the destination (47.8%)</li> <li>• to have a guide to take on their trip (44.6%)</li> <li>• Just under 30 percent ordered the guide specifically for trip inspiration.</li> </ul> <p><b>Usage &amp; Trip Behavior:</b></p> <ul style="list-style-type: none"> <li>• Nearly 70% of potential visitors actually travel to the destination after receiving the DMO visitor guide</li> <li>• The majority of visitor guide requestors initially learn about the DMO's visitor guide on the DMO's website or through search engine results &amp; ads, versus it being a habit to order visitor guides.</li> <li>• These trips are largely vacations in which the visitor stays in a hotel</li> <li>• 70.4% of these visitors characterize their trip as a vacation and 68.8 stay in a hotel.</li> <li>• One in five visitor guide users had not yet made their destination decision when they requested the guide.             <ul style="list-style-type: none"> <li>◦ Of those that are subject to influence by the guide, nearly 90% ultimately decide to visit the destination because of the DMO's visitor guide.</li> <li>◦ 27.8% of those that had already made the destination decision when they requested the DMO visitor guide said the guide ultimately influenced the number of days they spent in the destination. Of this group, 70.8% reported having increased their intended length of stay in the city by 1.9 days on average.                 <ul style="list-style-type: none"> <li>▪ 80.1% said they used the visitor guide as a trip planning resource before arriving in the destination and said 74.9% they used it in-market</li> <li>▪ The guides are largely used to select attractions and restaurants in the destination, as well as review maps.</li> <li>▪ 21.1% use these guides to select a hotel.</li> </ul> </li> </ul> </li> </ul> <p><b>Content Consumed:</b></p> <ul style="list-style-type: none"> <li>• attractions (72.7%)</li> <li>• maps (66.4%)</li> <li>• travel tips (55.3%)</li> <li>• events (53.5%)</li> <li>• dining (52.2%)</li> </ul>	<p>Resort Tax Collections over the previous fiscal year.</p> <ul style="list-style-type: none"> <li>• 1% increase Lodging Facilities Use Tax Collections (bed tax).</li> <li>• 2% increase in airline arrivals to the West Yellowstone Airport.</li> </ul> <p><b>Website</b></p> <ul style="list-style-type: none"> <li>• 10% increase over the previous fiscal year for online campaign landing page as entry point.</li> <li>• 5% increase in mobile traffic over the previous fiscal year.</li> </ul> <p><b>Social Media</b></p> <ul style="list-style-type: none"> <li>• 8% increase in social media followers over the previous fiscal year.</li> <li>• 12% increase in social engagements over the previous fiscal year.</li> </ul> <p><b>Email</b></p> <ul style="list-style-type: none"> <li>• Increase email subscribers by 15%.</li> <li>• Local emails (B2B): Increasing open rates to 35%, CTR to 18%.</li> <li>• General/niche emails (B2C): Increasing open rates to 20%, CTR to 7.5%.</li> </ul>	<p>Demand for West Yellowstone's Vacation Planner by Visitors Centers around the area remains high. In 2019, we printed 45,000 copies &amp; had very few left. Several out of state distribution points ran out &amp; requested more as well. We consider providing information for these guests bound for West Yellowstone as an important part of our marketing efforts. We also increase our level of respect and cooperation because we build relationships with other Chambers and CVB's and we enhance their ability to help guests by providing the requested information.</p> <p>This helps us meet our goals of:</p> <ul style="list-style-type: none"> <li>• Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.</li> <li>• Continuing to expand our marketing potential by participating in partnerships with other tourism organizations.</li> </ul>	<p>\$3,500.00</p>
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			articles & features (50.2%)					
Marketing Support	VIC Funding/Staffing/Signage	<p>The Lodging Facilities Use Tax Fund has always allocated a percentage of the budget to VIC support and will continue to do so. The WY Chamber/CVB also receives funding from Yellowstone Country Regional Tourism, The Town of West Yellowstone and the West Yellowstone Tourism Improvement District (TBID). The West Yellowstone Chamber provides the required high-speed internet access, workers comp, the building and building maintenance. The Town of West Yellowstone supplies restroom maintenance and supplies, lawn and parking lot maintenance, as well as support of staffing.</p> <p>We will work with our partners (state, region, and local) to continue to educate our VIC staff on the social and economic importance of the tourism industry in the local area, region, and state. We will also educate the staff about the multitude and vast variety of experiences available.</p> <p>The staff will receive training on how to use our marketing tools (website, electronic resources, Vacation Planner, and new texting program) to best leverage all avenues of communications and promotions.</p>	<p>The number of travelers stopping at the West Yellowstone Visitor Center is significant: the door count for FY19 was over 190,000 visitors (2% increase over previous year); and current FY to date the Visitor Center has serviced nearly over 121,000 visitors. Visitors were recorded from over 45 countries and all 50 states. The VIC staff also answers phone calls and email requests for information.</p> <p>By having the interaction with visitors we, many times a day, increase the quality of guests' experience (i.e., an activity they hadn't known of or planned), length of stay and the potential for a return visit to the West Yellowstone area and, as well, visits by their friends and family.</p>	<p><b>General</b></p> <ul style="list-style-type: none"> <li>• 3% increase in West Yellowstone Resort Tax Collections over the previous fiscal year.</li> <li>• 1% increase Lodging Facilities Use Tax Collections (bed tax).</li> <li>• 2% increase in airline arrivals to the West Yellowstone Airport.</li> </ul> <p><b>Website</b></p> <ul style="list-style-type: none"> <li>• 10% increase over the previous fiscal year for online campaign landing page as entry point.</li> <li>• 5% increase in mobile traffic over the previous fiscal year.</li> </ul> <p><b>Social Media</b></p> <ul style="list-style-type: none"> <li>• 8% increase in social media followers over the previous fiscal year.</li> <li>• 12% increase in social engagements over the previous fiscal year.</li> </ul> <p><b>Email</b></p> <ul style="list-style-type: none"> <li>• Increase email subscribers by 15%.</li> <li>• Local emails (B2B): Increasing open rates to 35%, CTR to 18%.</li> <li>• General/niche</li> </ul>	<p>The VIC staff is our most critical marketing product "on the ground" here in West Yellowstone. The annual ITRR report shows that the Visitor Center is utilized by the majority of visitors once they reach West Yellowstone. Our destination marketing efforts bring visitors to or through West Yellowstone via Yellowstone Park. However, our VIC staff has the ability to impact length of stay and quality of experience many times, each and every day.</p> <p>This aligns with our goals of:</p> <ul style="list-style-type: none"> <li>• Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a family-friendly vacation destination in all seasons.</li> <li>• Expanding our marketing potential by participating in partnerships with private businesses and with other tourism organizations.</li> <li>• Targeting our market as accurately as possible</li> </ul>	\$18,500.00		

					emails (B2C): Increasing open rates to 20%, CTR to 7.5%.			
Marketing Support	Outreach	<p>As a small, rural community who relies on tourism as our number one industry, it is important to provide our businesses with current and relevant information regarding the travel industry to help them maximize their efforts and success, as well as the community as a whole.</p> <p>Previously, MOTBD provided communities with front-line customer service training workshops, which the Chamber previously enhanced. Since a change in the program, the VIC, Chamber and TBID staff have offered a half day Frontline Training seminar in conjunction with the Host Week program West Yellowstone shares with Big Sky. This has been one of the most highly attended workshops in West Yellowstone. Businesses find it necessary for their changing seasonal staff and those new to our community.</p> <p>The Chamber also offers Learning Workshops throughout the winter season including customer service, marketing and other tourism related topics. In 2018, we partnered with a private business and the Yellowstone Historic Center to bring in a nationally recognized business consultant and speaker for our businesses, who also did one-on-one meetings. This was well attended, with full appointments. Many attendees implemented learnings right away, others asked about future workshops.</p> <p>For the 2019 Frontline training, we partnered with Flathead Community College to bring in the Customer Service Training similar to the previous Superhost program.</p> <p>With feedback after our last program, and discussions with local businesses, we are changing up our program this year, offering a shorter presentation, and adding one-on-one presentations at individual businesses. We found that many employers couldn't spare the number of employees that they would like to send for a half day and asked us to attend orientation sessions. Others preferred the local content as well.</p> <p>These just a few examples of what this method may help fund, but other opportunities may arise in which we would like to participate.</p>	<p>In past years, over 100 participants have come to the Local Front-line training offered each spring. The Chamber's learning workshops have also had 20-30 participants. Customer service and front-line training are important to our local businesses. Our small business owners cannot afford to travel, and often the time of formal training workshops, therefore rely on the information we can provide them.</p> <p>Currently our Marketing Director sends out a weekly email with community information and current marketing trends and tips which has an open rate of over 30%. Along with TBID, we have provided a time for local information in conjunction with the Frontline training, which employers find valuable for their summer staff.</p>	<p><b>General</b></p> <ul style="list-style-type: none"> <li>• 3% increase in West Yellowstone Resort Tax Collections over the previous fiscal year.</li> <li>• 1% increase Lodging Facilities Use Tax Collections (bed tax).</li> <li>• 2% increase in airline arrivals to the West Yellowstone Airport.</li> </ul> <p><b>Website</b></p> <ul style="list-style-type: none"> <li>• 10% increase over the previous fiscal year for online campaign landing page as entry point.</li> <li>• 5% increase in mobile traffic over the previous fiscal year.</li> </ul> <p><b>Social Media</b></p> <ul style="list-style-type: none"> <li>• 8% increase in social media followers over the previous fiscal year.</li> <li>• 12% increase in social engagements over the previous fiscal year.</li> </ul> <p><b>Email</b></p> <ul style="list-style-type: none"> <li>• Increase email subscribers by 15%.</li> <li>• Local emails</li> </ul>	<p>As with our Visitor Information Center staff, our front-line employees are essentially guides for our visitors when they arrive. The more information these employees can provide to their guests about local services and activities, the more comfortable our guests will feel and the potential for a longer stay emerges. In turn, good customer service leads to good reviews and word-of-mouth marketing, which leads to more potential visitors and return visitors.</p> <p>This aligns with our goals of:</p> <ul style="list-style-type: none"> <li>• Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a family-friendly vacation destination in all seasons.</li> <li>• Continuing to expand our marketing potential by participating in partnerships with other tourism organizations.</li> </ul>	\$100.00		

				(B2B): Increasing open rates to 35%, CTR to 18%. • General/niche emails (B2C): Increasing open rates to 20%, CTR to 7.5%				
Marketing Support	Crisis Management	<p>We are often confronted by unanticipated challenges including natural disasters that require crisis management. Events beyond our control including government policy changes, road construction, wildfires, and other forces of nature have caused us to create -accurate information releases and documents with such things as alternative routes and activities for our front-line staffs.</p> <p>In the event of any of these unexpected situations, we need to proactively implement a crisis management process that we have created and successfully used in the past. This could include additional unanticipated expenditures including increasing hours of marketing publication relations and other support staff during the crisis. We may also need to hire additional staff for the Visitor Information Center to distribute bulletins to local businesses.</p> <p>Our crisis management plan includes, but is not limited to these components:</p> <ul style="list-style-type: none"> <li>• Coordination with all agencies to have effective input in all press releases.</li> <li>• Update relevant website content, including highlighted stories in the "new sections" of the home page on our own website, Chamber Facebook and Twitter accounts, as well as updates in relevant trip blogs such as Trip Advisor. <i>Note: it is critical to have updates in place early in the morning and throughout the day as situations are updated or changed.</i></li> <li>• Issue news releases if needed.</li> <li>• Website content and news releases could contain the following: <ul style="list-style-type: none"> <li>◦ Overview related to visitors</li> <li>◦ Specific information on the incident (location, size, containment, closures, evacuations, air quality)</li> <li>◦ Information on major road closures, alternative routes, major roads that are still open</li> <li>◦ Areas, attractions, and activities that are still available</li> <li>◦ Phone numbers and websites for additional information</li> </ul> </li> <li>• Coordination with Yellowstone Park, the USFS, Yellowstone concessionaires, and other partners to have an effective communication channel for all Yellowstone guests.</li> <li>• Aid with organizing and conducting public meetings.</li> </ul>	<p>As evidenced with the Yellowstone River Closure in 2016 and wildfires in Glacier Country in 2017, road closures due to storms, <b>and now outbreaks of illness</b>, we need to be able to react quickly when faced with the unexpected natural disasters or earlier closing of Yellowstone Park to visitors.</p> <p>There is only a limited window of opportunity, so the need is high to be nimble and effective in order to increase our possibility of retaining visitors and potential visitors when things happen that are out of our control including natural disasters like wildfires, or government inflicted budget cuts or shut downs.</p>	<p><b>General</b></p> <ul style="list-style-type: none"> <li>• 3% increase in West Yellowstone Resort Tax Collections over the previous fiscal year.</li> <li>• 1% increase Lodging Facilities Use Tax Collections (bed tax).</li> <li>• 2% increase in airline arrivals to the West Yellowstone Airport.</li> </ul> <p><b>Website</b></p> <ul style="list-style-type: none"> <li>• 10% increase over the previous fiscal year for online campaign landing page as entry point.</li> <li>• 5% increase in mobile traffic over the previous fiscal year.</li> </ul> <p><b>Social Media</b></p> <ul style="list-style-type: none"> <li>• 8% increase in social media followers over the previous fiscal year.</li> <li>• 12% increase in social engagements over the previous fiscal year.</li> </ul> <p><b>Email</b></p>	<p>Time is something that is in very short supply when a crisis breaks. As a result of events including Park closures, access restrictions, delayed openings, sequestrations and budget cuts, West Yellowstone recognizes that we face challenges convincing the traveling public that our destination is value-based and that we remain a top destination for travelers to Yellowstone Park and southwestern Montana.</p> <p>This aligns with our goals of:</p> <ul style="list-style-type: none"> <li>• Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a family-friendly vacation destination in all seasons.</li> <li>• Expanding our marketing potential by participating in partnerships with private businesses and with other tourism organizations.</li> <li>• Targeting our market as accurately as possible</li> </ul>	\$100.00		

		<ul style="list-style-type: none"> <li>• Create and distribute notices to local and area businesses to better assist with their guests.</li> <li>• Distribute appropriate information to key tourism contacts including MOTBD, Wyoming Travel, Idaho Tourism, Yellowstone Country, other appropriate countries, appropriate Chambers and CVB's including organizations in neighboring states of Idaho and Wyoming, and the Salt Lake Utah area.</li> <li>• Coordination with media including radio and television, news services. Coordination of radio Public Service Announcements if needed (PSA's).</li> <li>• Door-to-door distribution of informational materials to frontline staff at local businesses.</li> </ul>		<ul style="list-style-type: none"> <li>• Increase email subscribers by 15%.</li> <li>• Local emails (B2B): Increasing open rates to 35%, CTR to 18%.</li> <li>• General/niche emails (B2C): Increasing open rates to 20%, CTR to 7.5%.</li> </ul>				
Marketing Support	Research	<p>We plan to use several sources of research to aid us to plan and strategize our promotion efforts. We measure and analyze data from our past and current efforts as well as look to professional individuals and organizations such as Montana Institute for Tourism and Recreation Research, Destination Marketing Association West, Destination Think, NSight, Visa Vue, Google and others.</p>	<p>Data helps us understand a visitor's purchasing and travel patterns and gives us aggregated behavior insights about particular demographics. It can shine light on customers' choice of travel destinations and times. Techniques like web scraping and social media listening can help us analyze the electronic Word- of-Mouth (eWOM) of various services and products. Data can help DMOs get a thorough picture of the market, competitive strategies and the brand performance.</p> <p>According to careertrend.com, marketing research allows tourism organizations and businesses to gather and consolidate information reflecting customer satisfaction, wants and needs. In addition, it can also provide statistics on customer's number of visits, profiles and characteristics. The research can also measure which facilities and activities are very popular among tourists and which areas of offered services need improvement. DMOs are also able to know how effective advertising strategies are in attracting visitors.</p> <p>Aligns with our goals of:</p> <ul style="list-style-type: none"> <li>• Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.</li> <li>• Continuing to target our market as</li> </ul>	<p><b>General</b></p> <ul style="list-style-type: none"> <li>• 3% increase in West Yellowstone Resort Tax Collections over the previous fiscal year.</li> <li>• 1% increase Lodging Facilities Use Tax Collections (bed tax).</li> <li>• 2% increase in airline arrivals to the West Yellowstone Airport.</li> </ul> <p><b>Website</b></p> <ul style="list-style-type: none"> <li>• 10% increase over the previous fiscal year for online campaign landing page as entry point.</li> <li>• 5% increase in mobile traffic over the previous fiscal year.</li> </ul> <p><b>Social Media</b></p> <ul style="list-style-type: none"> <li>• 8% increase in social media followers over the previous fiscal year.</li> <li>• 12% increase in social</li> </ul>	<p>Research plays a major role in affirming our planning efforts are on target and analyzing how our campaigns are performing. Making sure we have the right data, statistics, and tools is important to West Yellowstone's continued success.</p> <p>Our accomplishment depends on the success of the tourism industry in Montana as a whole and solid research, statistics and reports help us stay on track.</p>	\$2,500.00		

			<p>precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit.</p> <ul style="list-style-type: none"> <li>Continuing to expand our marketing potential by participating in partnerships with other tourism partners.</li> </ul>	<p>engagements over the previous fiscal year.</p> <p><b>Email</b></p> <ul style="list-style-type: none"> <li>Increase email subscribers by 15%.</li> <li>Local emails (B2B): Increase open rates to 35%, CTR to 18%. (3% and 1% increase respectively)</li> <li>General/niche emails (B2C): Increase open rates to 20%, CTR to 7.5%</li> </ul>				
Publicity	Fam Trips	<p>Public relations are a key role in maintaining West Yellowstone's position as a top destination for travelers to Yellowstone Park and southwestern Montana. Public relations challenges for FY21 will derive from known factors like the Coronavirus, and possibly unanticipated ones as well. We are allocating funds to help aid in our communications with potential visitors and those who are already planning their trip to West Yellowstone should the need arise.</p> <p>We will incorporate press promotions/releases into our overall marketing plan to enhance and support traditional methods. This may include paid press release distribution to increase our market reach on a national and international scale.</p> <p>We consistently receive requests from tour companies/operators, media, independent film companies, Yellowstone Country, and MOTBD for support of Press/FAM Trips. Many of these are related to Yellowstone National Park and others are looking for unique and off the beaten path ideas for itineraries. We evaluate each request to see if there is a direct benefit for West Yellowstone and if they meet our criteria. We like to allocate some funds -to appropriate opportunities when they present themselves. Part of the partnership with Visit Utah includes a</p>	<p>In the past we have supported MOTBD, Yellowstone Country Region and other trips. These operators and press have provided West Yellowstone with chances to put our best foot forward and make important networking connections. We know that these trips and tours can be very beneficial for West Yellowstone and Montana. Digital and social media has made it easier to track ROI. With the growth in international travel and even some regions in our area like Northern Utah, having professional and reliable representation by operators and media will be beneficial to our town and area. Digital FAM and influencer trips have become popular and beneficial to DMO's, so we may pursue this avenue in the near future.</p> <p>In FY20, we hosted a post-FAM for TBEX, which resulted in several printed and online articles, as well as blog and social media posts during and after the FAM. One food blog reached over 300,000 viewers on social media alone. Another writer came during the winter for a first-timer and food/beverage look at West Yellowstone for the NW region.</p>	<p>Measurable objectives:</p> <p><b>General</b></p> <ul style="list-style-type: none"> <li>3% increase in West Yellowstone Resort Tax Collections over the previous fiscal year.</li> <li>1% increase Lodging Facilities Use Tax Collections (bed tax).</li> <li>2% increase in airline arrivals to the West Yellowstone Airport.</li> </ul> <p><b>Website</b></p> <ul style="list-style-type: none"> <li>10% increase over the previous fiscal year for online campaign landing page as entry point.</li> <li>5% increase in mobile traffic over the previous fiscal year.</li> </ul>	<p>One of our primary marketing strategies is to promote West Yellowstone as a family-friendly destination, in every season, to both traditional families and an ever-increasing intergenerational niche. And, while it is critical to market to our historical niche markets, it is just as important to develop new products that appeal to different market segments or enhance existing ones.</p> <p>Aligns with our goals of:</p> <ul style="list-style-type: none"> <li>Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.</li> <li>Continuing to target our market as precisely as possible, assuring that</li> </ul>	\$5,000.00		

		<p>FAM/press trip component, so we would like to have a budget to accommodate that, as it directly benefits West Yellowstone.</p> <p>We continue to utilize an application format for potential media and influencers which they must fill out to see if they meet pre- determined criteria. This also gives us insights into the writer's reach and strong platforms. It helps to weed out those with committed assignments from those who just want a free trip to Yellowstone. We ask that all media and FAM participants utilize our social platforms with hashtags and tagging our pages. As articles and blogs are published, they are required to provide samples, links and stats to help us determine ROI.</p> <p>Funds devoted to this strategy will also allow us to create accurate and complete press kits for participants.</p>	<p>Her winter street image alone, had one of our best engagement rates on Instagram.</p> <p>Benefits of influencers and bloggers include:</p> <ul style="list-style-type: none"> <li>• These established writers already have opt-in audiences</li> <li>• Their audiences find them as credible references and value their reviews, tips and insights</li> <li>• Allows for niche marketing</li> <li>• Boosts SEO through credible back links and increased traffic</li> <li>• Generates relevant leads</li> <li>• Aids in content strategy with a flow of fresh content</li> </ul>	<p><b>Social Media</b></p> <ul style="list-style-type: none"> <li>• 8% increase in social media followers over the previous fiscal year.</li> <li>• 12% increase in social engagements over the previous fiscal year.</li> </ul> <p><b>Email</b></p> <ul style="list-style-type: none"> <li>• Increase email subscribers by 15%.</li> <li>• Local emails (B2B): Increasing open rates to 35%, CTR to 18%.</li> <li>• General/niche emails (B2C): Increasing open rates to 20%, CTR to 7.5%.</li> </ul>	<p>our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit.</p> <ul style="list-style-type: none"> <li>• Continuing to expand our marketing potentially participating in partnerships with other tourism partners.</li> </ul>				
									\$300,658.00

### Marketing Method Evaluation Attachments

- Attachment 1
- Attachment 2
- Attachment 3
- Attachment 4
- Attachment 5
- Attachment 6
- Attachment 7
- Attachment 8
- Attachment 9
- Attachment 10

### Marketing Method Budget

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Marketing Segment	Marketing Method	Bed tax funded budget	Non bed tax funded budget (optional)
Consumer	Travel/Trade Shows	\$100.00	\$0.00
Consumer	Website/Internet Development/Updates	\$35,000.00	\$0.00
Consumer	Joint Ventures	\$15,000.00	\$15,000.00
Consumer	Print Advertising	\$35,000.00	\$0.00
Consumer	Online/Digital Advertising	\$55,000.00	\$0.00
Consumer	Social Media	\$12,500.00	\$0.00
Consumer	Electronic Adv - Newsletter, E-blast	\$10,500.00	\$0.00
Consumer	Radio & Television Advertising	\$100.00	\$0.00
Consumer	Printed Material	\$3,000.00	\$0.00
Consumer	Photo/Video Library	\$4,000.00	\$0.00
Consumer	Opportunity Marketing	\$1,626.00	\$0.00
		\$171,826.00	\$15,000.00
Marketing Support	Research	\$2,500.00	\$0.00
Marketing Support	Administration	\$42,132.00	\$0.00
Marketing Support	TAC/Governor's Conference meetings	\$2,000.00	\$0.00
Marketing Support	Marketing/Publicity Personnel	\$55,000.00	\$0.00
Marketing Support	Fulfillment/Telemarketing/Call Center	\$3,500.00	\$0.00
Marketing Support	VIC Funding/Staffing/Signage	\$18,500.00	\$50,000.00
Marketing Support	Outreach	\$100.00	\$0.00
Marketing Support	Crisis Management	\$100.00	\$0.00
		\$123,832.00	\$50,000.00
Publicity	Fam Trips	\$5,000.00	\$2,500.00
		\$5,000.00	\$2,500.00
		\$300,658.00	\$67,500.00

**Miscellaneous Attachments**

Description	File Name	File Size
Alternate Budget Scenarios	Budget_Alternates.pdf	101 KB
FY21 Budget Pie Charts	FY21 Pie Charts.pdf	190 KB

**Reg/CVB Required Documents**

Description	File Name	File Size
FY21 Required Documents	Required Docs.pdf	883 KB



