Grant Details

68892 - FY19 Region/CVB Marketing Plan

DOC Office of Tourism

Grant Title: FY19 Glacier Country Marketing Plan
Grant Number: 19-51-005
Grant Status: Underway
Comments: 
Applicant Organization: Glacier Country Regional Tourism Commission
Grant Contact: Racene Friede
Award Year: 2018
Program Area: DOC Office of Tourism

Amounts:

<table>
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<tr>
<th>Contract Sent</th>
<th>Contract Received</th>
<th>Contract Executed</th>
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<tr>
<td>06/20/2018</td>
<td>07/01/2018</td>
<td>06/30/2019</td>
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Grant Administrator: Barb Sanem
Award Year: 2018
Contract Dates:
Contract Sent: 06/20/2018
Contract Received: 07/01/2018
Contract Executed: 06/30/2019

Project Dates:
Project Start: 06/20/2018
Project End: 06/30/2019

Project Dates: 06/20/2018 - 06/30/2019

Community & Brand Support

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

Please reference attached PDF of the Glacier Country Marketing Plan Narrative for a detailed version of all the Community and Brand Support questions.

WHO WE ARE AND WHO WE ATTRACT

ABOUT WESTERN MONTANA’S GLACIER COUNTRY

As our name implies, Glacier Country is home to the Crown of the Continent—Glacier National Park. Within the park, visitors can explore rolling foothills, colossal summits, flower-filled meadows and stunning waterfalls as well as an extensive trail system. Anchoring the park is the Going-to-the-Sun Road. An engineering marvel and National Historic Landmark, the Going-to-the-Sun Road is one of the most scenic drives in the nation.

As the westernmost region of Montana, Glacier Country encompasses 75+ communities within the eight counties of Flathead, Glacier, Lake, Lincoln, Mineral, Missoula, Ravalli and Sanders.

- Geographic size: 22,000 square miles
- Population: 335,000
- Largest communities: Missoula, Kalispell, Whitefish and Hamilton
- Average February temperature: 30 degrees Fahrenheit
- Average July temperature: 85 degrees Fahrenheit
- American Indian Tribes: Blackfeet, Kootenai, Pend d’Oreilles, Bitterroot Salish

Glacier Country Tourism’s brand is firmly integrated with the Montana brand. Our offerings—specifically nature, communities and welcoming residents—blend together to provide services and experiences that help share our marketing messages, while effortlessly aligning with our three brand pillars.

- More spectacular, unspoiled nature than anywhere else in the lower 48 states.
- Vibrant and charming small towns that serve as gateways to the state’s natural wonders.
- Breath-taking experiences by day and relaxing hospitality at night.

More importantly, it is the many Montanans who deliver genuine and authentic experiences that help turn our first-time visitors into return visitors.

- We are simple, but not unsophisticated.
- We are confident, not arrogant.
- We are genuine, not old-fashioned.
- We are grounded, but not stuck in our ways.

Glacier Country is host to millions of visitors each year with a variety of interests and characteristics.

- Leisure traveler
- Geo-tourist
- Active mature
- Families
- Repeat visitors to Montana
- Business
- Meetings and conventions
- Reunions and weddings
- Higher education
- Health care
- Winter enthusiasts
Average length of trip
- 5.76 nights
- 71% of nights spent in Glacier Country
- 13% of nights spent in Yellowstone Country

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

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

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

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

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

WHY THEY COME

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

More spectacular unspoiled nature than anywhere in the lower 48 states
- Glacier National Park
- Rieley Mountains, with several smaller mountain ranges
- Geological features (Glacial Lake Missoula)
- Wildlife
- National Bison Range
- Montana state parks
- Bitterroot National Forest
- Bob Marshall Wilderness Complex (Great Bear, Bob Marshall and Scapegoat wildernesses)
- Cabinet Mountains Wilderness
- Kootenai National Forest
- Lolo National Forest
- Selway-Bitterroot Wilderness
- Lakes and rivers

Vibrant and charming small towns that serve as gateways to our natural wonders
- Anniversary events
- Art galleries
- Artisan tours and events
- Explorer’s trail - Lewis and Clark, David Thompson, John Mullan,
- Historic “red buses” of GNP
- Historic sites
- Historic St. Mary’s Mission
- Main street businesses
- Museums
- Railroad history
- Shared border with Canada
- Theaters
- Two American Indian reservations/native culture and history

Breathtaking experiences by day and relaxing hospitality at night
- American Indian reservations
- ATVing
- Biking and cycling
- Birdwatching
- Boating
- Camping and RVing
- Dog sledding
- Downhill skiing
- Festivals/music
- Fishing
- Golfing
- Hiking
- Historic sites
- Horseback riding
Kayaking and canoeing
Montana state parks
Motorcycle touring
Mountain biking
Nordic skiing
Pole walks
Rafting
River surfing
River rafting
Running events and competitions
Scenic hikes
Skiing
Sleigh rides
Snowmobiling
Sportsman adventures
Stand-up paddleboarding
Hospitality
Blackfeet Community College
Breweries
Cideries
Dining
Distilleries
Farmers markets
Farm-to-table restaurants
Flathead Valley Community College
Meeting and convention space
Missoula College
Salish Kootenai College
Special event venues (entertainment)
University of Montana
Visitor information centers
Wedding venues
Wineries

Abundant lodging and camping (independent, brand and boutique)

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

STRENGTHS

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

**Brand pillars** (previously detailed)

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

**Well-preserved cultural and heritage offerings such as:**

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

**Partnerships**

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

**Seasonality**

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

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

GLACIER COUNTRY TOURISM FULLY INTEGRATES THE MONTANA BRAND

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

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

Describe your destination.

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

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

Glacier Country Tourism’s process of inspiration, orientation and facilitation is based upon our beautiful landscapes and ample amenities found throughout Western Montana. The key to inspiration lies within our stunning imagery that we include in all creative content from print ads to digital placements and social media outreach to our travel guide. We start by making an emotional connection with the potential visitor and then provide them with the tools they need to take that first step toward action, i.e., planning a trip to Western Montana’s Glacier Country.

Inspiration

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

Glacier Country provides several ways to learn more about the region, making orientation intuitive by reaching people in the way they want to interact. We make it easy to fulfill their quest for knowledge through ordering a travel guide from a print ad offer, clicking a banner ad to take them to a landing page on the website specific to their interests or engaging in a social media conversation that appeals to their sense of community.

Orientation

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

We want facilitation to be easy and enjoyable. We have several hands-on ways for our visitors to plan their trips. The Glacier Country Travel Guide and website offer information on a wide variety of things to do, places to stay and ways to get here. Visitors can then narrow down with partner deals and contact information to plan their experiences one-on-one with experts on the ground here in Montana. For more comprehensive step-by-step guidance, Glacier Country Tourism has a call center staffed with trained professionals who are available via live chat, email or phone for visitor assistance.

Facilitation

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

Optional: Include attachments here

GC Marketing Plan_digital_FY19.pdf

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

GEOPGRAPHIC TARGETS

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

REGIONAL DRIVE TARGET MARKETS (all geographic areas within 600 miles of Glacier Country)

- Spokane/Coeur d’Alene
- Alberta
- In-state (Billings, Bozeman, Great Falls)
OTHER TARGET MARKETS
- Additional areas as opportunities arise or markets emerge according to marketing analytics including international FIT (foreign independent travel). We will look deeply at all existing or new direct flight markets.

  Individuals – Mid-30s+, HHI $50,000, active and affluent, take at least two vacations per year, may be traveling in groups of two or more
  Mature geo-traveler couples – 55+, HHI $70,000, active and affluent, high-value low-impact couples, may be traveling as groups with other friends and/or extended family
  Families – Multigenerational travelers, 1+ children, HHI $70,000, active and affluent

Note: Build upon the national program “Every Kid in the Park” to engage youth in Glacier National Park. Specifically, fourth graders will have free access to America’s national park system during the 2018 - 2019 school year.

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

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

b. What are your emerging markets?
- Ohio
- New York City
- Pennsylvania
- Direct flight markets to and from our region

Optional: Include attachments here.

c. What research supports your target marketing?
- Montana Office of Tourism and Business Development research
- Website analysis
- Call center activity
- Consumer marketing market analysis
- nSight
- Institute for Tourism and Recreation Research
- Trade show feedback
- Meeting and convention follow up
- Professional association research
- American Bus Association
- Destination Marketing Association International
- Rocky Mountain International
- U.S. Travel Association
- Adventure Travel Trade Association
- Family Travel Association
- Destination Analyst
- Arrivalist
- VisaVue
- Smith Travel Reports (STR)
- Bed tax revenue

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

GOALS
Glacier Country’s primary marketing goals are:

1. Raise awareness of Glacier Country as a recognized tourism destination in identified markets and audiences.
2. Increase visitation among resident, nonresident, domestic and international travelers. This includes:
   a. Attracting new travelers
   b. Encouraging current travelers to visit more often
   c. Encouraging current travelers to stay longer
   d. Encouraging awareness of packaging opportunities
   e. Soliciting meetings and conventions
   f. Soliciting packaged travel markets (group tours and FIT)
   g. Positioning ourselves as a resource for information
5. Working with the Montana Film Office to solicit film industry productions
3. Increase visitation year-round (especially shoulder and winter seasons).
4. Continue emphasis on cultural attractions found throughout Glacier Country, including our Indian nations, historic sites, museums, etc.
5. Continue to identify inquiries to convert them to visitors by capturing names for database marketing.
6. Continue marketing efforts that highlight Glacier Country’s charming small towns/communities and amenities, cultural offerings, tribal history, historical aspects, natural resources, tourism attractions and our welcoming atmosphere.
7. Raise awareness and understanding of Glacier Country Regional Tourism Commission within the region through positive publicity and community outreach.
8. Cooperate with other tourism organizations such as Discover Kalispell, Destination Missoula and Explore Whitefish, chambers of commerce, TBDAs, arts organizations, Glacier National Park, Crown of the Continent Geotourism Council, Montana Office of Tourism and Business Development, Montana Film Office, tribal partners, other tourism regions and neighboring states and provinces, as well as other organizations or private businesses that share mutual goals and objectives.
9. Provide supportive public education about Glacier National Park issues by cooperating with all tourism partners including Glacier National Park, Montana tourism regions, Montana Office of Tourism and Business Development, convention and visitor bureaus, TBDAs and chambers of commerce, as well as local, regional, national and
OBJECTIVES

1. INCREASE OVERALL CONSUMER RESPONSE BY 2% OVER FY18
   ✔ 2% increase will require our consumer response reach goal at 1,707,000 or by an additional 33,500
2. INCREASE ELECTRONIC RESPONSE BY 2% OVER FY18
   ✔ 2% increase will require our electronic response reach goal at 1,609,000 or by an additional 32,000
3. MAINTAIN SOCIAL MEDIA REACH FROM FY18
   ✔ Maintenance of our social media reach goal would set our goal at 14,600,000
4. INCREASE SOCIAL MEDIA AUDIENCE BY 2.5% OVER FY18
   ✔ 2.5% increase will require our social media audience reach goal at 369,000 or by an additional 9,000
5. INCREASE USE OF RESPONSIVE WEBSITE BY 2% OVER FY18
   ✔ 2% increase will require our webpage use reach goal at 1,470,000 or by an additional 29,000
6. INCREASE OUR CONSUMER LEAD DATABASE BY 2% OVER FY18
   ✔ 2% increase will require our consumer database reach goal at 788,650 or by an additional 15,500
7. INCREASE OUR TRADE SHOW DATABASE BY 4% OVER FY18
   ✔ 4% increase will require our trade show database reach goal at 1550 or by an additional 45
8. MEDIA STORIES TO INCREASE BY 1% OVER FY18
   ✔ 1% increase will require our direct earned media reach goal at $4.1 million or by an additional $41,000
9. FUND CHAMBER/VISITOR INFORMATION CENTERS AT UP TO $4,000 PER PROJECT FROM MEMORIAL DAY TO LABOR DAY 2018 TO BETTER INFORM AND ENCOURAGE VISITORS TO STAY LONGER IN WESTERN MONTANA'S GLACIER COUNTRY
10. INCREASE CONSUMER AND GROUP SUGGESTED ITINERARIES BY TWO

REVENUE INDICATORS FOR PERFORMANCE

11. INCREASE BED TAX REVENUE BY 3%
   ✔ 3% increase will require our total collected bed tax reach goal at $9,200,000 or by $260,000
12. INCREASE REVPAR BY 1.5% (STR)
   ✔ Data will be monitored within the Glacier Country region beginning July 1, 2018

a. In what types of co-ops with MTOT would you like to participate?
We are open to joint venture efforts for leisure advertising, publicity, film, group tour and international FIT. We are currently working with MOTBD on several projects and look forward to seeing what we can accomplish together in the coming year. We find the most effective joint ventures with Montana Office of Tourism and Business Development are through publicity, international, group tours and meetings and conventions. In FY 2018, Glacier Country committed $50,000 to projects with bed tax funded organizations.

b. In what other types of co-ops would you like to participate? (Regions/CVBs, etc.)
We are actively planning and participating in future cooperative and joint venture tourism sales, publicity, research and advertising projects with regions and CVBs to explore multiple ways to partner. Glacier Country recently met with Yellowstone Country and Southwest Montana on joint ventures specific to Western Montana. We are excited about this potential long-term effort to leverage our promotion efforts with each other.

c. What types of co-ops have you done in the past? Were they successful - why or why not?
Glacier Country has participated heavily with our partners in cooperative ventures over the last several years.

- FY 2016 = $92,000 (actual)
- FY 2017 = $50,000 (actual)
- FY 2018 = $75,000 (actual)

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

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

Optional: Include attachments here.

Optional: Include attachments here.

Optional: Include attachment here:
Marketing Segment, Strategy & Budget

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<tr>
<th>Marketing Segment</th>
<th>Marketing Method</th>
<th>Does research support this method?</th>
<th>Describe your method.</th>
<th>Supporting research/statistics</th>
<th>Plan to measure success?</th>
<th>Provide a brief rationale.</th>
<th>Estimated budget for each method</th>
<th>Marketing Method Evaluation</th>
<th>Are you using private funds to support this method? If so, please explain</th>
<th>Non bed tax funds?</th>
<th>Add'l Attachments</th>
<th>Meets Regs</th>
<th>Eval Comments</th>
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We plan to target our primary Glacier Country Tourism seeks out valuable research to help stay abreast.
of marketing and industry trends that support our ongoing promotion efforts. Some of these resources are proprietary to the source while others are samples of reports we use for reference in determining short and long-term strategy. In an effort to share this information with our Montana DMO partners without breaking the terms of our service agreements, we have created a password protected Dropbox for MOTBD and TAC representatives to have read only access with this password protected folder; Link + PW: GlacierFY19

These resources include:
- Montana Office of Tourism and Business Development research
- Website analysis
- Call center activity
- Consumer marketing market analysis
- Night
- Institute for Tourism and Recreation Research
- Trade show feedback
- Meeting and convention follow up
- Professional association research
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Glacier Country tries to align our markets, when appropriate, with the key markets for the Montana Office of Tourism and Business Development, as well as key markets for our convention and visitor bureaus and other public and private partners. We also reference the data collected from our call center and webpage. We have seen continued digital visitation and inquiry growth from California and Texas, as well as visitor demographics as supported by ITRR’s quarterly visitor surveys.

We use a combination of analytics tools to provide us real time reporting on the host of campaigns across the web and react quickly to under-performing campaigns. We have continually delivered results above .4% CTR target where most national campaigns of similar creative, budget and focus fall below a .09% CTR.

In FY2017, our print media had a circulation of 1,840,557 at a cost of $42,635 (CPM = $23.16). We received 25,308 reader service inquiries (CPI = $1.31). Our digital media plan delivered 26,632,000 impressions, 118,097 click thru to our webpage which resulted in .44% CTR which is over 5 times the national average.

We strive to stay ahead of the paid media curb in our print and digital media targeting using various methods including retargeting, as well as other measurement and acquisition tools to insure we are getting the most return on investment for our digital media budget. Examples of our placed media in FY 2017 as provide in our completion reports for that year can be found in a Dropbox folder along with the performance report for all of our placed media year.

Glacier Country will continue to send seasonal and niche enewsletters. Content features activities, events and attractions throughout Glacier Country reflecting the area’s personality. Design includes color photos and links to websites and social media sites for additional information as well as special promotions and package offers. Our database consists of approximately 500,000 active users. Our agency of record will work with the Glacier County staff to solicit area information and determine content to be featured in each.

Glacier Country Tourism market and industry support research for FY2019 (via PW: GlacierFY19)

Travelers are willing to give companies information to provide personalized service. 45% U.S. travelers; 38% French travelers; 31% German travelers and 40% U.K travelers who Agree to “I do not mind companies collecting general information about me to provide better service.” Source: Phocuswright’s U.S. Traveler Technology Survey Seventh Edition; Phocuswright’s European Traveler Technology Survey 2017 (forthcoming July 2017)

We have had tremendous success over the years maintaining a relationship with those who have requested travel information and assistance. We have experienced open rates between 15% and 39% during the marketing year. Our lower open rates are typically associated with full list blasts without targeting but generates over 30,000 opens in a typical blast. In the past 10 years we have increased the recipient list from 140,000 to over 700,000. Each person who signs up for our newsletters provides us with information that allows us to only send them information that is of interest to them. Every year, we continue to enhance our ability to provide each person customized content for planning a trip to Western Montana.

In our last complete budget year - FY 2017 - our consumer enewsletters and eblasts had a 16.5% open rate compared to an industry average of 15% to an average email distribution list of over 770,000. Our B2B enewsletters had a 37.5% open rate to an average distribution list of 238 meeting planners and 733 group/PITC operators. We continue to evaluate the design and content of our mailings to increase the open and click thru averages.

To view the newsletters and performance reports for that year, visit the Dropbox folder.

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Over the past several years, we have experimented with various types of call-to-action incentives in our promotions. Giveaway incentives from free travel guides to substantial vacation packages continued to work extremely well. The call-to-action for the campaign, giveaway is promoted via all our marketing mediums including social media, online and print.

Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19

We tally the number of travel guides distributed and giveaway entries collected. We also monitor unique website visits, phone call inquiries and general interest in our destination.

During FY 2017, we attended the Warren Miller shows in Seattle, and hosted the premieres in Missoula. We garnered 277 leads from the travel show contest and 15,318 total leads from the all the premieres we had a presence as a result of this partnership.

There are numerous travel options for visitors both domestically and internationally. Having a Montana presence can be effective to showcase all our state has to offer to the forefront of the decision making process. Travel shows offer a unique one-on-one engagement with a potential visitor, building trust and brand loyalty.

Over the past several years we have experimented with various types of call-to-action incentives in our promotions. The type and value of the giveaway incentives varies each year. Depending on the marketing channel, the response does vary. Online, all tend to perform well as compared to no call-to-action. At travel shows, larger, more extravagant giveaways work far better than smaller ones.

In FY 2016, we stepped up our level of giveaways by providing cash and service prizes as our call-to-action for the summer, winter and Warren Miller movie partnership. We generally have significant support from our partners that include in-kind and/or deeply discounted rates for services such as accommodations, tickets and rentals. Our overall consumer response increased substantially in this year primarily due to the larger partnership investment we made with Warren Miller. Our vacation giveaway was the 2nd largest giveaway for the national tour and it elevated our exposure as a winter travel destination across the United States.

Four of the five top lead generating generators had giveaways attached to them. Visit our complete list of our inquiries by source for that year. Four of the five top lead generating efforts had giveaways associated with them provided by this budget - resulting in almost 75,000 leads.

We continue to complement the design of our primary and mobile websites promoting Glacier Country online with marketing strategies that include search engine optimization, search engine marketing sub-campaigns, copywriting that encourages site visitors to take action. This integrates keywords used for SEO, SEM, website design and marketing strategies, online promotions, reciprocal linking, email marketing and social media.

The use of search engines to drive traffic to tourism destination websites has only grown more important over the years. We focus a good deal on organic and paid search engine marketing to improve our position among hundreds of keywords prospective travelers are using while they consider vacations destinations.

Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19

Marketers say they produce content because it helps them build credibility with customers and demonstrate their expertise. Source: www2.prophet.com/the-2016-state-of-digital-content

Search engines are among the most popular online planning sources for travelers, particularly among leisure travelers. The 2014 Traveler’s Road to Decision, Google

Glacier Country concentrates on providing creative and unique content. This is in the form writing the editorial of our site with key word combinations in mind as well integrating other tools such as social media and blogs.

Search algorithms reward original content such as blog posts. Blogs give corporate websites 434 percent more indexed pages, 97 percent more inbound links and 55 percent more visitors, according to ContentPodX4, a U.K.-based content marketing consultancy. Content Marketing Trends in the Travel Industry, Skift.com

We have analyzed our own analytics and traveler data and looked to find strategic content that places well organically and leads to a high conversion of searches to website visitors for glaciermt.com. We are constantly challenging our team to research new internet marketing strategies in the hopes of driving more traffic to our websites and social media channels.

Glacier Country Tourism is creating a program that will offer assistance for our charming small towns to help them not only understand their not only understand their

Webpage marketing is more than buying keywords or studying hot search trends but also careful organic testing and researching of how best to layout the content within the website for the organization to best serve the needs of customers and help customers find that great content quickly while searching. Every page of our webpage is written with keyword search strings that we keep in a separate excel document. When we buy keywords, we are then able to boost the organic search with paid search. In FY 2018, we launched a new GlacierFF.com using forward thinking SEO strategy. After only one week, we were already getting higher organic search engine rankings than we were able to do using both organic and paid previously. Add in the power of paid keywords and we are now able to widen the scope to build lesser known pages specifically community landing pages. We are spending more time and effort building awareness of our rural communities and lesser traveled coodners.
what tourism can do for them but to work with them through education workshops (three workshops currently exist), essential marketing training, best practices, etc., and help connect them to other people/organizations/ agencies that have programs that could help them. We hope to develop this program in coming years to strengthen (Glacier Country’s) position as a premier destination while also stimulating our rural economies, protecting and enhancing local resources and fostering community pride. Building upon the workshop series we already offer, we are creating a marketing assistance grant program that can be used for specific marketing campaign development and implementation (cannot be used for material development without a distribution campaign included) by a community (chamber, CVB, main street organization, development organization).

### Consumer Cooperative Marketing

<table>
<thead>
<tr>
<th>Project</th>
<th>Amount</th>
<th>Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>Glacier Country Tourism market and industry support research for FY2015</td>
<td>$145,000.00</td>
<td>Yes</td>
</tr>
<tr>
<td>Glacier Country Tourism market and industry support research for FY2019</td>
<td>$40,000.00</td>
<td>No</td>
</tr>
</tbody>
</table>

The grant programs are all subject to the rules and regulations and thus will require to present methods of tracking performance that meet the standards all funded DMO’s are subject to. Individual grant reports will be required by all recipients.

Glacier Country’s visitors are looking for experiences that coghout the region—no matter how far off the beaten path. Visitors are especially interested in taking advantage of the region’s abundance of recreational activities, natural and cultural landscapes, and authentic Montana experiences.

Our board is made up of representatives from across all eight counties and realizes the importance of our organization reaching out to offer assistance to our communities who would like it.

### Consumer Ad Agency Services

<table>
<thead>
<tr>
<th>Project</th>
<th>Amount</th>
<th>Required</th>
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</thead>
<tbody>
<tr>
<td>Glacier Country Tourism’s agencies of record work closely with us on many facets of our marketing plan from strategy and implementation to tracking and analysis. Their staff works thoroughly with Glacier Country staff, board of directors, partnering organizations and agencies to analyze current problems and opportunities as well as our past efforts and their effectiveness.</td>
<td>$15,000.00</td>
<td>Yes</td>
</tr>
</tbody>
</table>

### Consumer Social Media

Leveraging the power of social media to complement our various marketing strategies is one of our key program areas. The use of social media by destination marketing organizations to build brand support, create genuine conversations and inspire audiences to visit continues to be extremely effective. Our social media drives about 7% of the overall traffic to our website and even with the great number of challenges the channels we use are presenting, we still see steady traffic year through organic, sponsored and paid social media efforts.

### Consumer Media Apps

Glacier Country Tourism market and industry support research for FY2015: Link + PW: GlacierFY19

The professional services provided by our contract agencies not only assist us with gathering relevant and supporting research, they work with our team to analyze this information to create a marketing plan targeting markets using effective and efficient methods - providing strong return on investment not only in the performance of the campaign but bringing new revenue into our communities from nonresident visitors.

Success on our campaigns and marketing efforts translates to successful planning support.

Good marketing support from professionals who live and breathe various components of marketing, development, implementation and evaluation helps us design an effective marketing plan and develop a creative and effective message ensuring maximum performance and efficiency in the project planning and evaluation.

### Consumer Opportunity Marketing

<table>
<thead>
<tr>
<th>Amount</th>
<th>Required</th>
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<tbody>
<tr>
<td>$25,000.00</td>
<td>Yes</td>
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</table>

### Consumer Joint Ventures

<table>
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<tr>
<th>Amount</th>
<th>Required</th>
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</thead>
<tbody>
<tr>
<td>$10,000.00</td>
<td>No</td>
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</tbody>
</table>

### Social Media

Social media is incredibly easy to track - we have consistent handles and hashtags across all of our channels (#GlacierMT & #GlacierMT) and use unique hashtags to credit and track engagement overall or by campaign. We also use third party tools such as Google Analytics to track impressions, engagement and reach – which are all used in our overall assessment for measuring success.

Beginning in the February of 2016, we started to see the impacts of several significant shifts in three primary social channels - Facebook, Instagram and Twitter. Each of those channels since then have made major changes to the algorithms that determine the content that is shown to users. While our overall audience numbers remained strong at over 355,000, our reach decreased by half. We spend a good amount of time monitoring these changes and continue to adjust our strategy to counter the programming changes with organic posts and supplement the higher performing posts with paid boosts and ads.

We plan to continue to maintain a strong social media strategy in our future marketing efforts. To view all reports and collateral for our social efforts in FY 2017, please visit the Dropbox folder.

### Media Apps

Our social media channels are used to reach new audiences and to support our other programs. The Western Montana’s Glacier Country Facebook page is a source of inspiration, orientation and fulfillment. It’s a community gathering place where prospective visitors can gather to learn about our region, as well as become more familiar with what we offer the visitor.

The content we share on our social media channels varies. As a region, we feel it’s necessary to provide useful, pertinent and up-to-date information, as well as points of interest. Our social media plays a role in inspiration by including jaw-dropping images: some are icons, while others are off-the-beaten path gems. As our region is diverse and includes various communities, we also utilize our channels to highlight various locations and destinations from throughout the region, ranging from local gems to events. Typically, our Facebook posts include a photo or video to supply visually pleasing and engaging content to our users.

### Opportunity Marketing

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We plan to continue to maintain a strong social media strategy in our future marketing efforts. To view all reports and collateral for our social efforts in FY 2017, please visit the Dropbox folder.
to promote our area visually. The images represent Glacier Country through stunning photography with an emphasis on ‘people in place.’ Over the years, we have acquired a great deal of professional video footage via value added opportunities with video/film projects we have assisted with. Our photo acquisition strategy is to either contract for custom images via photo shoot(s) with a professional photographer/videographer where Glacier Country owns the rights to the images or to acquire rights-managed images already obtained by these professionals. When possible we will obtain permanent or long-term unlimited usage rights for images.

Glacier Country Tourism and market and industry support research for FY2019: LINK + PW: GlacierFY19

Most of our success hinges on the imagery we present in all of our projects and programs. Strong performance has a great deal to do with having a strong library of still and video assets.

New imagery allows us to present a fresh look for the region resulting in long-term cost savings. It is also important for us to continue our effort to be on brand with Montana’s overall branding effort using not just good photography but ‘great’ photography to tell our story.

$25,000.00

Glacier Country has for several years been developing a collaborative and brand-based approach to group travel; group tours, foreign independent travel (FIT), incentive travel, sports, meetings and conventions. We feel we have a strong FIT/group tour program but find other areas can be challenging from a regional perspective.

Group marketing is often more complex and requires a personal relationship to be built and maintained with industry representatives. Building that relationship with planners and tour operators takes time (domestic is 2-3 years/international is 3-5 years). Our current Tourism Sales Manager has been with us for four years now and the time she spends assisting operators and planners with their itineraries is growing steadily. Montana Office of Tourism and Business Development and Glacier Country have had consistent attendance and strong relations with these markets for many years. We continue to see additional interest and engagement from other Montana public and private partners and are thrilled to have a growing delegation when many other areas/states are decreasing.

$60,000.00

Glacier Country Tourism has a Tourism Sales Manager who develops, manages and coordinates group and international FIT sales and marketing programs. We see improvement in group sales with several operators spending more time in Glacier Country and using the numerous sample itineraries developed by our Tourism Sales Manager. We continue our current efforts as improved while also setting aside some resources allowing us to be flexible and responsive. Groups refers to meetings and conventions, incentive travel, weddings, reunions, foreign independent travel (FIT), group tours, loyalty programs, etc. See attached job description.

Glacier Country Tourism market and industry support research for FY2019: LINK + PW: GlacierFY19

ABA estimates that one motor coach staying overnight generates roughly $12,000 in economic impact to that community in lodging, restaurants, retail and attractions. Most tours stay an average of two to three nights in the Glacier Country region when touring Montana. Travel to US stats/to Montana Stats (ITRR stats):

- 66% of first time travelers to Montana come for GNP and Yellowstone
- 80% of return travelers are coming back to see the less traveled parts of MT

Detailed statistical modeling over 18 years and 14 industries indicates that for every dollar invested in business travel, U.S. companies have experienced a $5.60 return in terms of revenue.

12.3% of travelers rely on travel agencies and tour operators for inspiration and booking assistance. The State of the American Traveler, Destination Analysts

We measure success in this area by monitoring the number of appointments and additional interest we have at our trade shows as well as gauging the overall interest with the operators we work with. While we do not have direct access to the booking data from these markets, it is very exciting when we hear from our properties that they have signed new or have renewed service contracts, operators have picked up an itinerary and added it to their product catalog or the operators are working directly with us on custom itineraries. Montana Office of Tourism and Business Development, Glacier Country and our ever growing group of partners continue to encourage us to continue our efforts and thus we are excited to help broaden our visitor base and extend our visitation to our shoulder seasons.

We are moving into our 4th year in a statewide DMC partnership with MOTBD, CVBs and TBIDs with a booth at IMEX. We have moved from a single booth to a double booth because of the increasing number of DMCs wanting to partner with Glacier Country at the largest meeting market show in the U.S.

With so many travel options in and out of the United States, a strong delegation of travel experts from a state, region and community at travel trade shows makes a huge difference. It takes a great deal of work to showcase what the clients can expect in the state of Montana in the mind of the tour operators and the media. The more appointments a tour operator has with a specific state or region, the more likely they will get the answers to the questions they have about what that area can offer to their clients. It takes the expertise of the travel trade shows and have the most exposure. We are building participation for these markets with more delegates committing to not only attending the shows but partnering on booths and other efforts.

$40,000.00

**Notes:**
- Montana Office of Tourism and Business Development and Glacier Country have had consistent attendance and strong relations with these markets for many years. We continue to see additional interest and engagement from other Montana public and private partners and are thrilled to have a growing delegation when many other areas/states are decreasing.
Glacier Country plans to participate in hosting/co-hosting familiarization tours for one or more of our identified group markets and trade media. For many years, we have been developing a collaborative and broad-based approach to group travel; group tours, foreign independent travel (FIT), incentive travel, sports/meeting and conventions and bank loyalty.

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

In May 2015, Glacier Country developed a meeting and convention FAM trip including Missoula, Kalispell and Whitefish and meetings properties and communities in between. The CVB's, TBIDs and private sector partners were outstanding partners in this effort. This FAM was so successful, we are now hosting one every year with up to five different vetted planners each year.

Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19

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

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

For operators offering “high food focus” itineraries, the average reported price per day for such trips was $472 USD

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

Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19

“Like all media, travel media is constantly reinventing itself to adapt to new technologies and changing consumer behaviors. We talk to leaders in the field and look at external threats and opportunities as represented by Facebook, mobile and advertising.” Todd Wasserman, Skift

“More Than 90 Percent of U.S. Households Have Three or More Devices Pinging the Internet,” Recode, November 2014

There is a renewed focus on brands that consumers think understand their values and customize their messages specifically for them. This extends not only to the products that travelers choose to buy, but increasingly to the ads and content they are served by brands as well. “Consumers of all ages want brands to feel personalized and meaningful to them,” said IAB BAV president Michael Sussman, speaking in a 2015 interview with Adweek.

Online promotion is one of the most trackable mediums available today. We are able to gather valuable statistics on how each ad performed. We use all available data for considering our online marketing we will continue to measure impressions, clicks, click-thru rate, likes, follows, reach, shares and overall engagement to determine the effectiveness of our online advertising efforts.

We feel it is a good idea to support our current efforts with a mixed media promotion plan. We are about to re-launch our microsites using the same website infrastructure as our new website. We anticipate working with BHM and BrandUSA on paid media programs and compliment with our digital content efforts - social media and blog.

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

$20,000.00 Yes

$20,000.00 Yes

We have for several years implemented a business to business (B2B) strategy. Most of these efforts consists of social media but we are committed to a mixed media approach using various forms of promotion in conjunction with other tourism partners. We plan to continue to build upon these successful efforts to find an effective and efficient plan to promote our group opportunities.

We continue to stress to our partners the need for data collection and the immediate and long term approach to available data for considering our online marketing we will continue to track able mediums available today. We are able to gather valuable statistics on how each ad performed. We use all available data for considering our online marketing we will continue to measure impressions, clicks, click-thru rate, likes, follows, reach, shares and overall engagement to determine the effectiveness of our online advertising efforts.

With so many travel options in and out of the United States, a strong delegation of travel experts from a state, region and community at travel trade shows makes a huge difference. It takes a delegation to put the state of Montana in front of the tour operators and planners. The more appointments a receptive operator has with a specific state or region, the more likely they will get the answers to the questions they have about what that area can offer to their clients. It takes the expertise of regions/CVB's/TBIDs/hotels/attractions to attract these important travel professionals to our state or region, the more likely they will get the answers to the questions they have about what that area can offer to their clients. The more appointments a receptive operator has with a specific state or region, the more likely they will get the answers to the questions they have about what that area can offer to their clients. It takes the expertise of regions/CVB's/TBIDs/hotels/attractions to attract these important travel professionals to our state or region.
### Marketing Support

<table>
<thead>
<tr>
<th>Partner Support</th>
<th>Yes</th>
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<tbody>
<tr>
<td><strong>Group Marketing</strong></td>
<td><strong>Yes</strong></td>
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</table>

**International tourism marketing in top inbound visitation markets:** primarily the United Kingdom (England, Scotland, Wales, Ireland), Germany (Germany, Switzerland, Austria), Benelux (Belgium, Luxembourg, and Netherlands), Australia (Australia and New Zealand), France, Italy and Nordic (Denmark, Sweden, Norway, Finland & Iceland).

The four states of Montana, North Dakota, South Dakota and Wyoming are united in a regional consortium through RMI branded as the Real America. Glacier Country Tourism is the only Montana DMO outside of the Montana Office of Tourism and Business Development that is a full marketing partner. The program is a comprehensive cooperative marketing plan including full-service international marketing and public relations services. The international marketing program is designed to promote and develop individual and group travel, pre-packaged tours, convention and incentive tours, and for promotion and publicity across seven (7) international markets.

### Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19

- We have successfully moved from four databases (not including our Quickbooks) to one. We are able to feed Quickbooks data to Simpleview so we can track cooperative efforts that include financial and in-kind contributions by business and/or partner. We also plan to increase our usage to track group leads, FAM trips, media events, media contacts, earned media, events, etc. Simpleview serves destination marketing organizations only and thus understands who and what we need and why we need it.

- **FMI on the idea that states with related tourism products can greatly benefit from cooperatively marketing internationally. It’s more time-efficient and cost-effective to band together and cross-promote tourism products, especially when targeting international visitors who want the western experience and visit multiple states over multi-week itineraries.**

We are able to not only monitor by the number of appointments at the RMI Roundup but we are also able to monitor through their reporting they provide throughout the year. We are also able to track earned media and how many operators offered product in our region.

- **FY2019: Link + PW: GlacierFY19**

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<thead>
<tr>
<th>Marketing Support</th>
<th>Partner Support</th>
<th>Yes</th>
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</thead>
</table>

**This budget provides for an online DMO system called Simpleview. Simpleview is a customer relationship management (CRM) system specifically designed for destination marketing organizations (DMO) combining relationship management tracking, contact records, reporting, communications, financial tracking, etc. with group tour, meetings and convention and FIT sales, public relations, marketing, reporting, forecasting and more. This industry-specific and DMO tested CRM is created for the businesses we serve - not just those planning a vacation, and not just our partners, tour operators and meeting planners, but our governing body, film crews, media - basically all parties related to the activity.**

Combining meeting sales, industry partner management, consumer marketing, forecasting, business analysis, reporting and more, Simpleview CRM is the most widely used tool in destination marketing and we are excited to integrate this into our overall program.

Submitable online application system.

**Built specifically for DMOs, Simpleview has been adopted as a highly productive tool.** [https://www.simpleviewinc.com/our-world/customers/](https://www.simpleviewinc.com/our-world/customers/)

- **A constant struggle we have is keeping the information we need to strategize, implement, manage and report our overall efforts current. Over the past ten years, our organization has become increasingly diversified and complex which has led to multiple sources of data we have tried to maintain.**

- **FY2019: Link + PW: GlacierFY19**

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<tr>
<th>Marketing Support</th>
<th>Partner Support</th>
<th>Yes</th>
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**Glacier Country allocates the entire 20% allowed by statute. We use this to pay all wages, benefits and taxes for three positions: Executive Director, Office Manager, and a temporary part time employee who assists with projects as needed. We also**

- **Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19**

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Submitable online application system.
<table>
<thead>
<tr>
<th>Marketing Support</th>
<th>Administration</th>
<th>No</th>
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</thead>
<tbody>
<tr>
<td>Use this to pay benefits and taxes for our three marketing positions: Public Relations and Earned Media Manager, Tourism Sales Manager and Marketing Assistant and Social Media Coordinator. See Marketing Support – Marketing Personnel line item. Administrative funds are also used to pay for all office overhead such as rent, telephone, office equipment and supplies. All travel expenses not directly related to a marketing project are also paid for from this budget. Organizational expenses such as insurance and accounting are included.</td>
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<tr>
<td>Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19</td>
<td>$30,000.00</td>
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<table>
<thead>
<tr>
<th>Marketing Support</th>
<th>TAG/Governor’s Conference meetings</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Some destination marketing organizations (DMOs) are required by administrative law of the rules and regulations. This line item allows each organization to have a dedicated pool of funding to cover the travel related expenses of these meetings.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19</td>
<td>$2,000.00</td>
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<table>
<thead>
<tr>
<th>Marketing Support</th>
<th>Professional Development</th>
<th>No</th>
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<tbody>
<tr>
<td>Professional development is extremely important for several reasons. First and foremost, it adds to an individual’s personal fulfillment, sense of value to the organization, job satisfaction and keeps employees turnover to a minimum. Secondly, but certainly an equally important factor, ongoing professional development keeps individuals and organizations abreast of cutting edge trends to keep us competitive and to increase the effectiveness of our efforts. When we can, we try to make sure all employees participate in at least one training pertinent to the industry and/or position. Glacier Country has four marketing professionals who would utilize this budget for professional development. Last year, two staff members attended U.S. Travel Associations Educational Seminars for Tourism Organizations (ESTO) and two attended the Simpleview Summit. This year each employee will research training that they feel meets their educational needs.</td>
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<td></td>
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<tr>
<td>Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19</td>
<td>$15,000.00</td>
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<table>
<thead>
<tr>
<th>Marketing Support</th>
<th>DMAI</th>
<th>No</th>
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<tbody>
<tr>
<td>Glacier Country is a member of Destination Marketing Association International (DMAI) and has been working towards becoming certified as a Destination Marketing Organization (DMO). CDME professional development and accreditation will enhance Glacier Country’s ability to market Western Montana to groups who only consider accredited DMO’s when planning events. It will also keep Glacier Country abreast of cutting edge tourism marketing trends to keep us competitive and to increase the effectiveness of the our marketing efforts.</td>
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<tr>
<td>Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19</td>
<td>$3,000.00</td>
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<thead>
<tr>
<th>Marketing Support</th>
<th>DMAI</th>
<th>No</th>
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<tbody>
<tr>
<td>Glacier Country started its Visitor Information Center (VIC) Staffing and Distribution Assistance Program in FY 1994.</td>
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</tbody>
</table>
A strong promotion plan must be supported by a well-rounded and professional telemarketing and fulfillment strategy. Our advertising and promotion efforts are meant to inspire the consumer and our telemarketing fulfillment strategy is meant to orient and help facilitate a visitor’s vacation. It must be readily available, visually appealing, authentic and full of valuable, accurate information. Our strategy consists of a well-enabled call center manned by travel counselor experts who live in Western Montana, an easy to find and navigation friendly website and a print travel guide with an online tablet friendly version as well. The print guide is used to fulfill inquiries and is distributed across Montana and Alberta via a contract service. We work very hard to tie all our efforts together in a cohesive manner.

We plan to use several sources of research to aid us to plan and strategize our promotion efforts. We measure and analyze data from our past and current efforts as well as look to professional individuals and organizations such as Montana Institute for Tourism and Recreation Research, Destination Marketing Association International, American Marketing Association, Skift, Google and others.

To support the often onerous task of researching and qualifying our travel media we use Meltwater. Meltwater and other similar services such as Clision are media databases that helps us find the right journalist or outlet and their preferred contact method all in one search thus

Our accomplishment depends on the success of the tourism industry in Montana as a whole and solid research, marketing and support are needed to make well-educated decisions on media efforts.

Marketing Support

<table>
<thead>
<tr>
<th>VIC</th>
<th>Funding/Staffing/Signage</th>
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<tr>
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Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19

Our overall plan to measure success is the continual growth and success of this program and the number communities who host it and people who participate.

We feel this program is very much an outreach program to support our rural tourism community partners, we continue to see enthusiastic appreciation for and a near capacity use of the funds. The numbers of overall visitors using these personal assistance services are increasing which does nothing but strengthen our intent to continue this program year to year.

$40,000.00 No

Marketing Support

<table>
<thead>
<tr>
<th>Customer Service Training</th>
</tr>
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<tbody>
<tr>
<td>Yes</td>
</tr>
</tbody>
</table>

Our FY 2019 funding program will provide staffing assistance up to $4,000/VIC for staffing for qualifying organizations.

Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19

Each funded VIC evaluates the year and compares with the two previous years in their completion report due in our office in October. Our VIC committee evaluates the reports and applications.

We use Meltwater. Meltwater is a valuable research tool to find media information and target our pitches thus assisting us to make well-educated decisions on media efforts.

Customer service training provides valuable tools and skills helping provide positive experiences. In FY 2017, we are funding 11 VICs and hope to provide training in six communities. In FY 2018, we plan to increase the number of trainings to over eight scheduled in our region.

$7,000.00 No

Marketing Support

<table>
<thead>
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<th>Fulfillment/Telemarketing</th>
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<tbody>
<tr>
<td>Yes</td>
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Research always plays a major role in what we do whether it assures our planning efforts are on target or if it is in analyzing how our efforts are performing. Making sure we have the right data, statistics, personnel/consultants and tools is key to Glacier Country’s overall success.

$130,000.00 Yes

Marketing Support

<table>
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<tr>
<td>Yes</td>
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Glacier Country produces various print collateral materials such as an 8.5” x 11” four color one-sheet that highlights information within our brand pillars. These pieces provide necessary information for group tour operators and meetings and conventions planners to make the decision to bring their groups to Montana. We also produce other print collateral as necessary, all four color and fully integrating the Montana brand. Print material is useful in many ways; it is physical, it hangs around, it adds legitimacy, it is a great conversation starter, it reaches those who aren’t internet savvy (or even connected in any meaningful way) and it drives business.

WebGrants - State of Montana
Support Partner Support Yes
Marketing
Support Printed Material Yes
Marketing
Support Printed Material Yes
Marketing
Support Printed Material Yes
Marketing
Support Printed Material Yes
Marketing
Support Printed Material Yes
Marketing
Support Printed Material Yes
Marketing
Support Printed Material Yes
Marketing
Support Printed Material Yes
Marketing
Support Printed Material Yes
Marketing
Support Printed Material Yes
Marketing
Support Printed Material Yes
Marketing
Support Printed Material Yes
Marketing Support

Digital Asset Management/Aquisition: Yes
marketing collateral or media assets, such as pictures, logos and videos. It needs to be easy to use, immediately accessible and effective. As we move forward building a robust digital asset library and management system, having all our video formally and professionally catalogued allows us to access our video making it easier for us to create interactive media to help visitors become inspired and orient themselves to Western Montana’s Glacier Country.

Social Media Customer Service Strategies for Travel Brands 2015
http://www.emeraldinsight.com/journals.htm?articleid=1937277

Social Media Management

Marketing Support

Marketing/Outreach: Yes
Glacier Country has a Marketing Assistant and Social Media Manager whose time is dedicated to supporting all marketing, social media coordination, promotion and sales activities in order to promote the overall mission of Glacier Country. This position is responsible for supporting development and implementation of our marketing projects and programs and maintaining strong relationships with organization, region and industry partners. See attached job description.

Marketing/Outreach:

Education and outreach is extremely important for several reasons. First and foremost, it adds to a business's ability to succeed by staying current with industry trends, challenges, marketing opportunities and knowledge of economic importance to Montana. It is also equally important to provide ongoing programs for individuals and organizations to affordably stay abreast of cutting edge trends to keep them competitive and to increase the effectiveness of their efforts. When we can, we try to provide and support relevant, useful and cost effective workshops and outreach support.

Glacier Country Tourism market and industry support research for FY2019: LINK + PW: GlacierFY19

We measure success in this area by monitoring efficiency of project implementation and overall workload for all departments. Monthly reporting will complement the current reports of marketing efforts for consumer, social media, publicity and tourism sales.

Glacier Country Tourism market and industry support research for FY2019: LINK + PW: GlacierFY19

Helping businesses succeed and increasing the sense of industry pride and support translates to successful outreach.

Glacier Country Tourism market and industry support research for FY2019: LINK + PW: GlacierFY19

If a small investment in education and outreach efforts assists businesses and the industry at large, it is well worth the time and cost.

As a part of our rural marketing program, we are combining this budget line item with others to build a formal program around how to help our charming small towns through our efforts. We want to help them learn to identify and build tourism product, educate them on how to do it and how they can partner with Glacier Country Tourism and other entities to promote that product.

We currently have the following outreach and training programs available:

- Public Relations Training: How to tell your story, how GC can help
- Social Training: Introduction to social channels and advanced social strategies
- Tourism Sales/E2B: Group sales, international travelers, tour operators, meetings and conventions
- Glacier Country Tourism Benefits: General overview, benefits, partner opportunities

Glacier Country Tourism market and industry support research for FY2019: LINK + PW: GlacierFY19

Ultimately a successful publicity program comes down to earned media, circulation within that media, consistency and quality of voice and tone, strong messaging and strong relationships with media.

In FY 2017, we spent $46,600 in wage and earned $4,102,962 in earned ad value. See our earned media report for detailed results we were able to track during this budget year. All media report are efforts our organization had direct contact with.

Glacier Country Tourism market and industry support research for FY2019: LINK + PW: GlacierFY19

Many of our programs work together to support each other. Now in this position is more focus on public relations and earned media efforts. Publicity is incredibly effective and efficient. Promotion and our new employee will spend most of her time in this capacity.

Glacier Country Tourism market and industry support research for FY2019: LINK + PW: GlacierFY19

In addition to consumer focused outlets, we also work with book authors and trade publications. We find having a strong publicity program strengthens our marketing effort and brings exceptional value and return on
Glacier Country will continue to work with members of the media to tell the many stories of Western Montana. This will be done through proactive and reactive press visits to稿子，再结合第一手经验，我们将举行针对媒体和旅游业者的研讨会。我们已经与各种专业人员合作，包括西部蒙大拿的访问操作员/规划人员，以及会议和奖励旅行、体育、团体游、外国市场。我们已经开发了一种媒体策略，其中包含了所有编辑和活动的月度跟踪。ATIA最新的研究显示，许多冒险旅游运营商正在创新地利用媒体关系。我们跟踪了我们的媒体报告，其中包含了所有相关活动，这些活动被归因于一个事件。我们从这个研究中得出的结论是：71%的媒体访问活动具有食品焦点，而这些活动是媒体关系的一个重要部分。

与媒体的联系是讲故事的关键。我们通过媒体发布和媒体关系，能够与面对面的媒体成员进行交流。我们正在与媒体和旅游业者进行联系，以确保我们有清晰、准确和一致的信息，以便我们继续实施更新的危机计划，这些计划可以被实施并保持必要。

根据Travel and Trade Association，食品旅游是一个重要的机会。食品领域和食品体验被确定为首要和次要动机。我们正在与食品和饮料产品进行合作，并且越来越多地在食品和食品体验中寻找本地食品。我们跟踪了我们的努力报告，其中包含了所有相关活动，这些活动被归因于一个事件。我们从这个研究中得出的结论是：71%的媒体访问活动具有食品焦点，而这些活动是媒体关系的一个重要部分。

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 In FY 2017, we hosted four proactive press/FAM trips and multiple reactive that we supported with funding of some kind. There were many more that required time and not financial assistance. Visit our Dropbox folder to view the itineraries and see our earned media report for detailed results we were able to track during this budget year.

 The earned media on this program for FY 2017 was almost twice what our total bed tax budget was. We spent $16,000 and earned $4,102,962 in earned ad value.

 This year, we plan to, again, host media outreach trips that will allow us to bring Montana to various target markets and ensure members of the media in those markets are armed with accurate information on Western Montana. In the FY 2018 budget year, we are collaboratively working with Destination Missoula and the Missoula International Airport on a media event in Dallas to help build awareness of the new American Airlines year-round flight to Missoula. We are aiming to expand in the tourism sales managers from each organization to also promote Western Montana as a destination for B2B travel. Our current B2B database listed over 50 meeting planners and tour operators in the Dallas-Fort Worth area.

 In FY 2017, we coordinated two media events in key markets - Seattle, WA and San Francisco, CA. You can view media lists and pitch sheets (Glacier Country, Whitefish, Kalispell, Missoula) from each event. We were very happy with each event’s attendance and still to this day continue to receive solid inquiries about potential stories and digital influence-exposure from them.

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them with developing an itinerary and arranging their visit. This program follows the same requirements we use for regular press or group familiarization trips tracking names, affiliated business or publication and any received media or planned itineraries developed and/or booked if provided by business.

### 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

<table>
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Total: $1,650,000.00
## Miscellaneous Attachments

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## Reg/CVB Required Documents

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<td>2018 3 13 Board Minutes FINAL .pdf</td>
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