Grant Details

68892 - FY19 Region/CVB Marketing Plan
72771 - FY19 Gardiner Chamber/CVB Marketing Plan
DOC Office of Tourism

Grant Title: FY19 Gardiner Chamber/CVB Marketing Plan
Grant Number: 19-51-016
Grant Status: Underway
Comments:
Applicant Organization: Gardiner Chamber of Commerce
Grantee Contact: Neala Siegle
Award Year: 2018
Program Area: DOC Office of Tourism
Amounts:
Contract Dates:
Project Dates: 06/20/2018 07/01/2018 06/30/2019
Contract Sent 07/01/2018 06/30/2019
Received Project Start Project End
Contract Executed
Grant Administrator: Barb Sanem
Contract Number 19-51-016
Award Year 2018
Contract Dates

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?

The small hamlet of Gardiner is located in southwest Montana at the North Entrance to Yellowstone National Park. Nestled between the Absaroka-Beartooth and the Gallatin Mountain Ranges, Gardiner lays claim to approximately 10 million acres of public lands. The community also enjoys Montana's Yellowstone River—the longest free flowing river in the lower 48 states. In the early 1880’s, Gardiner’s northern boundary was Yellowstone concessionaire James McCartney. Since then, Gardiner has served as the original entrance to Yellowstone and is graced by the historic Roosevelt Arch, dedicated by President Theodore Roosevelt in 1903.

Our community’s small-town Montana charm, natural splendor, and abundant wildlife truly make it a unique “home on the range” for our nearly 900 residents. Year-round access to Yellowstone’s Northern Range, known as the Serengeti of North America, truly differentiates Gardiner from other Yellowstone gateway communities. The community also enjoys a rich history as the original entrance to Yellowstone National Park, which has left a flavor of Old West heritage evidenced by historic buildings and the Roosevelt Arch.

Strengths:
Our charming small town offers relaxing hospitality while providing full service amenities. Many Gardiner restaurants offer local and sustainably grown produce and Montana raised beef. A diverse selection of accommodations including modern hotels and inns, rustic cabins, quaint cottages, relaxing B&B’s, and vacation rentals. Our all-inclusive guest ranches give the visitors horseback riding and fishing by day, cowboy cookouts and campfires by night.

Year-round access to Yellowstone National Park and easy access to Forest Service and BLM lands provide visitors with an array of recreation opportunities. These include whitewater rafting, ziplining, cross-country skiing and snowshoeing, photography, wildlife watching, hiking, fishing, and soaking in hot springs.

Gardiner is currently enjoying the successful completion of Phase I of a $24-million-dollar infrastructure improvement as part of the nationally recognized Gardiner Gateway Project (www.gardinergatewayproject.org). The project’s completion now provides visitors with vital amenities such as walkways, safer traffic routes, a Gardiner Welcome Center and 24-hour public restrooms, and the Roosevelt Stage in Arch Park.

Challenges:
Challenges include residential housing shortages, public/private wildlife controversy, and lack of year-round staffing. In the winter and shoulder seasons, a lack of year-round staffing and a much lower visitation rate make it difficult for businesses to remain open—resulting in a lack of accessible visitor amenities. Gardiner’s remote location also presents issues for visitor access and awareness. In addition, some visitors may choose to bypass Gardiner on their way to Yellowstone National Park.

Opportunities:
The largest opportunity for tourism growth in Gardiner is in the winter and shoulder seasons. According to National Park Service gate counts, October through May only contribute to approximately 30% of total North Entrance visitation. The primary goal of our long-term marketing efforts continues to be focused on attracting more visitors during that time through a comprehensive marketing plan.
Brand Pillars: Gardiner aligns perfectly with the state’s brand pillars. Located at the heart of the Greater Yellowstone Ecosystem, Gardiner is surrounded by unspoiled nature with beautiful vistas and landscapes home to some of the most abundant and diverse wildlife in Montana. Gardiner prides itself as the historic gateway to Montana’s natural wonders. Our messaging focuses on the area’s abundant wildlife, authentic and local hospitality, and year-round recreational activities as the only year-round entrance to Yellowstone National Park.

Describe your destination.

The Brand Story: Follow the beautiful Paradise Valley along the Yellowstone River and you’ll come to Gardiner Montana, home to the historic Roosevelt Arch, where elk, bison, bighorn, dozens of other wildlife species roam in and out of Yellowstone National Park. Since 1880, family-owned lodging, restaurants, and shops have been welcoming wildlife and visitors alike.

Inspiration: We will continue to inspire potential visitors through a multi-faceted marketing plan including print, digital, and video advertisements and engagement. We’ll focus on the elements of Gardiner that make it unique and desirable--particularly the abundance of wildlife, small town charm, and historic ties to Yellowstone National Park.

Orientation: We’ll continue to build out Gardiner-specific website content including blog posts, events, activities, lodging, and winter season opportunities to message Gardiner as a destination unto itself, in addition to a comfortable and authentic base camp to Yellowstone National Park.

Facilitation: Our Visitor Information Center and friendly, accommodating business owners will help facilitate visitors to Gardiner, Montana. Trip planning materials, recommendations, and complimentary wifi are available for visitors at the Gardiner Chamber of Commerce Visitor Information Center. Our newly updated, mobile-friendly website will also serve as a valuable resource for our visitors throughout all phases of the travel decision process.

Optional: Include attachments here

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

Adventurous families:
Couples and families, ages 25-44
College-educated
Affluent $80,000+ per year
Interested in travel
Source: 2018 Profile of the Winter Enthusiast study: Destination Analysts

Mature Geotravelers:
Interested in visiting Yellowstone National Park
Most often from Washington, Idaho, California, Colorado, Minnesota, Utah
Affluent $75,000 + per year
Median age 60
Couples
Source: Yellowstone Country Nonresident Visitors: ITRR interactive data report 2017 & VisitGardinerMT social media and Google analytics

International Visitors
Interested in Yellowstone National Park
Most often from Canada, Australia, UK, China, Germany
Source: Gardiner Welcome Center survey data, VisitGardinerMT social media analytics

Psychographics:
Seeks balance between action and reflection.
Motivated by scenic beauty, wildlife watching. Wants to do multiple activities and experience them fully.
Seeks a unique connection to the natural world.
Seeks the authenticity of people and places.
b. What are your emerging markets?

Montana residents appear to be an emerging winter market - a season that continues to be a primary focus of Gardiner Chamber and CVB efforts. Gardiner Visitor Information Center interactions and information from larger local businesses including Yellowstone National Park Lodges and B Bar Ranch indicate affluent Montana residents from nearby towns such as Billings and Red Lodge made up a larger percentage of 2017-2018 winter visitors. With its abundant wildlife, ample winter recreation opportunities, and proximity to Yellowstone National Park, we believe our destination provides a unique, one-of-a-kind experience even for Montana residents - particularly for those who want to visit Yellowstone but seek to avoid the summer crowds. As findings are primarily anecdotal and limited at this time, we would like to further explore the potential of this audience though low-cost advertising methods such as social media targeted posts. In addition, we plan to more closely monitor our winter visitors in FY18 through a Welcome Center Survey and by reaching out to more winter businesses.

Optional: Include attachments here.

c. What research supports your target marketing?

Based on visitor survey data from the Gardiner Visitor Information Center, California, Washington, and Texas continued to be the top three with California remaining as our top ranked state with Texas moving into the number two spot. In state visitation was ranked at 5, consistent with last year. Internationally, Canada continues to rank first with Australia, UK, China and Germany following for the top five. Germany and England dropped in their ranking from last year but remained in the top ten. Overall we saw a significant increase in international visitors largely in the form of bigger bus tour groups.

Drawing from information outlined in Destination Analysts research, the Gardiner Visitor Information Center data, ITRR reports, and VisitGardinerMT social media/Google analytics, we believe our target markets can be divided into three categories: Adventurous family travelers, Mature Geotravelers, and International Visitors.

Our five overall goals are:

- Increase bed tax collections (October-May)
- Increase time spent in Gardiner (June-Sept)
- Increase resort tax collections (June-Sept)
- Increase return visitation to the State particularly during the shoulder and winter seasons
- Increase our digital presence including social media reach/engagement and website traffic

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

We would like to continue to participate in Joint Ventures with MTOT as our budget allows. As a smaller organization with limited funding, these opportunities to participate in larger campaigns and content creation are invaluable.

We have found great success in online advertising as a cost effective means of promoting our brand and would like to continue to seek out options for content creation and online advertising campaigns.

Optional: Include attachment here.

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

We would love to explore social media and digital communication cooperation with other area Chambers/CVBs in Yellowstone Country, as well as local non-profits. We’d specifically like to partner with these groups to post or share chosen thematic content (i.e. spring babies, fall elk rut, or winter adventure activities) to promote shoulder and winter season travel.

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


Marketing Segment, Strategy & Budget

|-------------------|------------------|-----------------------------------|-----------------------|--------------------------------|-----------------------------------|---------------------------------|-----------------------------|---------------------------------|-------------------------------------------------|-----------------------------|------------------|
| Consumer          | Photo/Video Library | Yes | We will create a desired list of shots we have identified to be most iconic to Gardiner (to represent spring, winter, fall and summer) and put put a request to local photographers for high resolution photos for which we will own exclusive rights. These photos will then be available for use on the website, print advertising campaigns, social media advertising campaigns, online advertising campaigns and promotional products. Because people respond positively to visual content, simply adding a relevant photo to your print, online and social media campaigns can grab someone's attention. Brilliant images can increase engagement and traffic. Research has shown that including images and video in marketing is important for some of the following reasons: When people hear information, they're likely to remember only 10% of that information three days later. However, if a relevant image is paired with that same information, people retained 5% of the information three days later. Using the word “video” in an email subject line boosts open rates by 19% and click through rates by 65%. Eyetracking studies show internet readers pay close attention to information carrying images. In fact, when the images are relevant, readers spend more time looking at the images than they do reading text on the page. Facebook posts with images see 2.3X more engagement than those without images. Organic Facebook engagement is highest on posts with videos (13.9%) and photos (13.7%). Success of this method would be determined by the ownership of 10-15 high resolution photos that represent all seasons in Gardiner for use in advertising campaigns for the next several years. | The Gardiner CVB has now been established for three years. In that time much of our focus has been on developing our brand and creating a comprehensive arsenal of marketing tools to promote our area. In FY17 we created a new mobile friendly website, in FY18 we worked to create a library of promotional videos and now we are looking to own high resolution photos for use in advertising campaigns and promotional items. In the past we have relied heavily on donated photos that often have watermarks and are of varying quality. We are in the process of organizing and labeling photos we have used from marketing in the past and have discovered that many are low-res and not suitable for print campaigns or the copyright is unknown. We feel that with the continued development of our website and increased activity on our social media platforms now it is time to purchase a small collection of photographs for our marketing toolbox as well. | $5,000.00 | No | Roots Rated videos.

Consumer Joint Ventures No | In the coming year Gardiner plans to leverage partnerships with the State, Yellowstone Country, and regional Partners. | We have found that by partnering with organizations in our region, county and state the benefits are exponential, including boosting our print and online presence. Our participation in these programs have helped us to make the most of our small operating budget and limited staff time to promote awareness of Gardiner as a year round destination. Roots Rated has provided metrics on all of the other partnering programs to show how we can be measured. Roots Rated in FY18 | We have a small operating budget and partnering with other tourism agents allows us the ability to enter bigger markets and leverage a team of experts that would otherwise be unavailable to us. | $6,250.00 | No | Roots Rated.

Yellowstone Country-TripAdvisor

For several years now we have participated in the TripAdvisor Pages joint venture offered through Yellowstone Country. TripAdvisor is a key platform for destination marketing and we have found the ability to have a presence on this site and the ability to provide content to be very successful. MTOT RootsRated JV-

In FY18 we took advantage of the match program with Rootsrated to create custom content for our webpage and online platforms. With limited staffing we are not able to create content as frequently as we would like and we have found that blog posts and articles are key drivers to our webpage. We are still in early stages of this partnership but have found the content they have provided this far to be relevant and helpful.

Northern Range Promotional Cooperative-

An official partnership between the Gardiner and Cooke City/Silvergate/Colter Pass Chambers of Commerce. Initial funding sources included monetary funding and in-kind staff/board hours from both Chambers, grant funding from Yellowstone Country, The E-Marketing grant and a Montana Film Office grant. We had much initial success with this partnership in the creation of a logo, rack cards, and a Yellowstone Northern Range video. Efforts have flagged on this in FY18, but for FY19 we are hoping to update and continue to build on the brand to promote year round tourism.

Gardiner Gateway Project-

Another co-op that has been hugely successful has been the Gardiner Gateway Project. In 2011, when the Park Service published its final North Entrance /Park Street Improvement Plan, the Gardiner Chamber of Commerce and the Greater Gardiner and continue to build on the brand to promote year round tourism.

For several years now we have participated in the TripAdvisor Pages joint venture offered through Yellowstone Country. We have leveraged their editorial team of experts that would otherwise be unavailable to us. We met our objectives for this method, though we found some joint ventures to be of greater value than others as outlined below:

- Roots Rated: In FY18, in collaboration with MTOTB, we participated in the RootsRated JV program to leverage their editorial team of professional writers to create six custom

Optional: Include attachments here.

Optional: Include attachments here.

Optional: Include attachment here:
Visitors interested in visiting the Gardiner area can request, either online or on the ground, 80% use is at a planning resource and 71% during their stay will increase. According to national travel statistics, 79% of requests are online or downloaded. Once the visitors guide is in their hands, 70% actually travel to the destination. Once they arrive, 80% of visitors use the guide and experience guide in the planning platform; however, if results continue to decline in FY20 we will consider utilizing our funding elsewhere.

Regional Partners: In collaboration with the Livingston Chamber of Commerce, we created a digital ad that showed the highlights of taking a road trip from Livingston through Paradise Valley to Gardiner (see attached PDF). The digital ad appeared on AmericanRoadMagazine.com. The campaign resulted in 324 interactions and 278 unique clicks to our website. Due to the high cost per click ($1.54/click) we will not participate in this program in the future; we feel we can obtain a much lower cost per click through Google ads and social media ads.

Regional Partners: We collaborated with the Cooke City Chamber of Commerce on a winter Northern Range campaign with National Parks Trip Media (nationalparkstrippedia.com). The campaign included a full-page ad and 2-page advertorial on the Yellowstone Northern Range, which appeared in the Yellowstone Grand Teton Winter Trip Planner (see attachment titled “2019_YNTP Winter Trip Planner”). The campaign also included leads that are specifically interested in visiting us in the winter. We were pleased with the results of this campaign, which resulted in over 300 leads of travelers who specifically requested information about visiting Gardiner in winter. We felt this method was successful and we hope to participate in this campaign in the future to continue raising awareness about travel to our area in the winter months, when visitation is much lower than the warm season.

Roots Rated
We participated in the Roots Rated JV program in FY18. Although we do not plan to renew our contract in FY19 we will continue to use the six blog posts they created to drive traffic to our website and increase engagement on social media.

Yellowstone Country
We would like to continue to partner with Yellowstone Country on the TripAdvisor program as well as have the ability to participate in their tours, print and digital marketing opportunities.

Regional Partners
We would like to continue to pursue our partnership with Cooke City to promote year-round travel in the Northern Range. We are also pursuing options to partner with local nonprofits on different marketing campaigns for the shoulder and winter season.

Prepared 6 custom pieces for us, we will be able to compare the ROI and will be looking to see increases engagement in FY19.

Yellowstone Country
We will continue to monitor our impressions and engagement on TripAdvisor.

Roots Rated
Success here would be measured in collaborating on projects such as digital ads or influencer trips with regional CVB partners while maintaining costs within our budget.

YC Influencer Trips: Gardiner was able to participate and host one influencer trip in Q1 of FY19 in collaboration with Yellowstone Country (see attached itinerary). The method was successful. Monique Burns was a delight to host and produced one article highlighting Gardiner in Everett Potter’s Travel Report: https://www.everettpotter.com/2019/04/wowed-by-yellowstone-wonders/. We are always happy to receive continued exposure for the Gardiner area and a chance to speak with influencers to ensure they understand what makes our community unique, will continue to participate in this method in the future.

Performance Report Nov 18). We will continue to participate in this Joint Venture as it has allowed us to stretch our marketing budget and have a presence on the key travel planning platform; however, if results continue to decline in FY20 we will consider utilizing our funding elsewhere.

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The method was successful. We planned, wrote, and designed a 4-color full color magazine-style visitor guide in-house. We printed 30,000 copies and have begun
the phone, a comprehensive travel guide with a full business directory and information on traveling to the area at different times of the year. Easy access to a quality piece of information will help the potential visitor make their destination decision as well as extending their stay.

extend their stays as a result of the visitors guide. In 2017, we sent out approximately 200 packets of brochures on local businesses.

10,000 copies of a comprehensive, full-color magazine that includes visitor information, trip planning, inspiration, and should season activities in-house while maintaining costs within the budget.

awareness of Gardiner as a year-round destination.

distributing them to the majority of Gardiner businesses as well as regional Visitor Centers and airports. An electronic version is also available for download on our website at VisitGardinerMT.com. With the help of revenue from visitor guide ads and non bed tax funds we were able to maintain costs within our budget. We will continue to use this method in the future in an effort to spread brand awareness, inspire travelers to visit our area, and provide helpful trip-planning tips.

We will continue to use this method in FY20 but we may continue to use it in future fiscal years as the budget and priorities allow.

success in this method would be twofold. The first would be the completion of a fully operational winter travel page live for winter 2019. We would measure overall success of our website using google analytics to see increased traffic to the website and longer time spent on each page.

Our website is the most comprehensive information source for travellers looking to come to the Gardiner area. For many it is the first point of contact we have in sharing our destination and what experiences and amenities our area has to offer. Winter and shoulder seasons are a largely untapped market because there is a significant information barrier to travelers wanting to come to the area in the off-season. We hope that by building out season specific content we can help provide access and inspiration for year round travel.

The method was successful. We completed a comprehensive winter website in the fall of 2018 (www.visitgardinermt.com/winter-in-wonderland) and maintained costs within our budget. We noticed marked growth in our website traffic with a 65% increase in website visitation and a 80% increase in website sessions as compared to FY18 (see attached report). However, the average website session was 2:30 seconds, a 15% decrease as compared to FY18. We will continue to use this method in the future in the hope that we are providing up-to-date online information for potential visitors as well as beautiful imagery and videos to foster trip-planning inspiration.

$7,000.00

at the start of 2018 the number of social media users worldwide was 3.196 billion, a 13% increase. Social media continues to grow as a tool for consumers to educate themselves about travel options, share information with other travelers, and purchase travel, lodging, and tours. Social media allows our organization to represent the story of our community and the awe experience visitors will have while visiting simultaneously leveraging the power of recommendation – friends seeing other friend’s posts and being persuaded to visit our area.


We will track the success of these paid campaigns. If successful the budget will be increased and the method optimized.

We have already experienced significant success growing our social media presence which leads us to believe there is an untapped potential to reach a larger and more diverse audience via social media. We will continue to use this method in the future to promote brand awareness, engagement with our website, and encourage repeat visitors to Gardiner.

$4,500.00

the majority of our efforts for FY18 will be on creating a winter trip planning page with specific resources for traveling in the winter, including what businesses are open and how to take advantage of the ‘off-season’.

We will utilize our new Gardiner promotional videos to further build brand awareness and present a visual representation of our brand story. We will also look into regional radio stations as an option for advertising our destination.

ROI on radio and television is difficult to track but is an essential part of a comprehensive marketing plan.

We will be looking at overall reach of the radio/television spot we are able to book as well as ensuring that we maintain costs within the budget.

Now that we have solidly begun to build brand awareness we would like to diversify our marketing as much as possible to be able to reach potential visitors at all levels of their trip planning.

Radio/Television advertisement is top of the funnel for brand awareness and offers us a unique medium to access potential travellers.

$500.00

at the end of 2017 the number of social media users worldwide was 2.596 billion, a 13% increase. Social media has become a pay-to-play environment for businesses. A large focus of our efforts for FY18 will be on creating a winter trip planning page with specific resources for traveling in the winter, including what businesses are open and how to take advantage of the ‘off-season’.

The majority of travellers are now using the internet to plan, book, and research their vacations. Having a well-rounded web presence is essential to marketing a destination.

https://scholarworks.unm.edu/cgi/viewcontent.cgi?article=1502&context=rtta

https://www.adweek.com/socialtimes/online-travel-industry/467349


Also see attached analytics from 2017.

The method was successful. We took out one radio ad in Q4 of FY19 that ran for one week on Yellowstone Public Radio, which has over 50,000 - 50,000 listeners. The ad was written to promote Gardiner as a late spring/summer summer destination with a variety of music and cultural events such as the Gardiner Rodeo and Gardiner Brewfest. Both events were well attended and Gardiner residents reported hearing the ad. We maintained costs within the budget. Due to budget constraints we did not opt to use this method in FY20 but we may continue to use it in future fiscal years as the budget and priorities allow.

No

YPR Radio Ad May 2019.jpg

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### Marketing Support

**Consumer**

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<thead>
<tr>
<th>Material</th>
<th>Yes</th>
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<tbody>
<tr>
<td>Printed Material</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Print Advertising</td>
<td>Yes</td>
<td>No</td>
</tr>
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</table>

**Opportunity Marketing**

We plan to use traditional printed materials in combination with digital advertising to best reach our audience. We have found that printed materials are good for brand recognition and support for our other marketing campaigns, especially those for events. Printed materials could include but are not limited to rack cards, posters, flyers, stickers, postcards, mailers, window clings.

ROI on print materials is difficult to track but is an essential part of a comprehensive marketing plan, as well as maintaining a professional and relevant appearance in the industry.

Success will be measured by ensuring our Visitor Center is well-stocked with a variety of branded and printed materials including Gardiner stickers and postcards. We will aim to successfully distribute more than 75% of these materials before the end of the fiscal year before reprinting.

Our primary goal is to promote Gardiner as a year-round destination. Summer visitors act as ambassadors for our community. We want to take advantage of educating summer visitors on experiences they could have if they return in the winter or shoulder seasons as well as have them share with information to pass along to their network on traveling in the Gardiner area.

Gardiner enjoys strong partnerships with the network of Montana and Wyoming CVBs, by providing printed materials to our partners we can leverage these partnerships to spread the message of our brand.

The method was successful. Our Gardiner-branded stickers flew out of our Visitor Center and required two reprints in FY19 for a total of 1,125 stickers printed. We were able to regain of our Gardiner postcards (see attached example) after running out of them in Q4 of FY18. We have received very positive feedback from visitors and residents alike for both printed materials. It is worth noting that we did distribute our rack cards beyond Q2 of FY19 as the decision was made to phase out our rack cards in favor of our new visitor guides. We maintained costs within the budget and will continue this method in the future to provide a positive experience for our visitors and promote Gardiner brand awareness.

### Marketing Administration

**Marketing**

<table>
<thead>
<tr>
<th>Opportunity Marketing</th>
<th>Yes</th>
<th>No</th>
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</thead>
<tbody>
<tr>
<td>This year we would</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Being prepared for future endeavors that we are not</td>
<td></td>
<td></td>
</tr>
<tr>
<td>An opportunity Previous years have indicated that</td>
<td>$600.00</td>
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</table>

Yes. We were successful in meeting our overall objective of staying within the allowable 20% for the Administration budget. We will continue to use this marketing method to help maintain the operations of our CVB.

Admin costs are a necessary line item in the budget.

The method was successful. During a session

The success of this method will be measured by the completed design of several print ads for a variety of regional and local publications that focus on our target market. Success will be measured by ensuring that most of the budget is utilized without going over budget as well as by tracking distribution of each publication.

While ROI is hard to measure on print advertising it is an essential component of a multi-media marketing campaign.

The success of this method will be measured by the completion of several print ads for a variety of regional and local publications that focus on our target market. Success will be measured by ensuring that most of the budget is utilized without going over budget as well as by tracking distribution of each publication.

The objective of the Administration budget is to spend funds appropriately and efficiently for managing the organization’s operations. Per statute, Administration costs are a necessary line item in the budget. According to the 2016 Montana Office of Tourism Rules and Regulations for Regional/CVB Tourism Organizations, “up to, but not exceeding, 20% of the organization’s new annual revenue may be designated to cover administrative expenses.”

Admin costs are a necessary line item in the budget.

The method was successful. Despite a small budget we designed seven print ads in-house for the following local and regional publications: West Yellowstone Visitor Guide, Explore Yellowstone, the Livingston Enterprise, and Outside Bozeman. We utilized 43.5% of the budget in FY19 (the Explore Yellowstone ad was paid for in Q1 of FY20, which increased this percentage to 99% of the budget). The West Yellowstone Visitor Guide had a distribution of 50,000 copies throughout Southwest Montana, surrounding states, and markets at visitor requests. Explore Yellowstone had a distribution of 40,000 copies to all four corners of Yellowstone National Park; Outside Bozeman had a distribution of 15,000 copies to visitor centers and businesses in the surrounding communities; the Livingston Enterprise publications (visitor guide and spring and fall sports pages) have a distribution of more than 20,000 copies throughout Livingston and the surrounding towns. Although we are more focused on digital advertising, we will continue to use this method in the future to ensure we reach a demographic that prefers a more traditional medium.

The method was successful. During a session
<table>
<thead>
<tr>
<th>Marketing Support</th>
<th>Marketing/Publicity Personnel</th>
<th>Yes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Support</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Like to have money on reserve for emergent opportunities. In order for the Gardiner CVB to be competitive in today’s market we need to be prepared for projects that can arise after the budgeting session has concluded. We would be open to print media, social media boosting, online digital advertising, SEO optimization, co-op or joint efforts.</td>
<td></td>
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<tr>
<td>Currently aware of is forward thinking and alleviates being stuck in a rut doing the same projects every year. Keeping marketing fresh has significant positive impacts on success.</td>
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<tr>
<td>To add visitor center door counters arose. The objective for this method is to have more accurate measurements of visitors who come into the Visitor Center so that we can plan for and service all visitors. We will measure success based on completing the purchasing and installation of door counters at the Visitor Center by the end of FY19 and will implement the tracking in FY20.</td>
<td></td>
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</tr>
<tr>
<td>When new opportunities arise we cannot participate because we have not budgeted for them. We would like to be able to take advantage of new methods and opportunities as they arise. This year an opportunity arose to purchase visitor center door counters. We opted to take advantage of this opportunity in order to better track and plan for the needs of the visitors who utilize our facility and better understand the scope of who is using our visitor center.</td>
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<tr>
<td>The Gardiner Chamber/CVB will utilize the additional skills of a Marketing Director to implement a consistent marketing strategy, enhance the quality of the brand, maximize opportunities for marketing and sales as they arise. The Director’s duties will include but are not limited to: Collaborating with the CVB committee to create and implement an Annual Marketing Plan.</td>
<td></td>
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<tr>
<td>- Coordinating and Organizing Marketing and Sales Operations for the CVB</td>
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<tr>
<td>- Collaborate with the Executive Director to issue press releases, manage social media presence, drive internet marketing and oversee the Chamber website and social media platforms.</td>
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<tr>
<td>It is industry standard to employ a Marketing Manager or Director full time who can create a consistent cohesive marketing plan and strategy as well as keep abreast of new trends and research. With our new brand strategy and growing organization, having a staff member dedicated to Marketing will help us to optimize all opportunities that would otherwise be impossible to do with limited staffing.</td>
<td></td>
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</tr>
<tr>
<td>We will be looking for the ability to maintain a full-time year round job. We will look to increase efficiency in the execution of marketing projects, greater consistency of the brand, and increased traffic on social media campaigns.</td>
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<tr>
<td>As our organization continues to rapidly expand, having an additional staff person that can react quickly on short deadlines and when communications are needed is essential. The addition of this staff member will make our organization better equipped to attain our goals of extending the length of stays, promoting our shoulder and winter seasons, promoting our new brand, and increasing our digital presence. In the past we had to pass on marketing opportunities because we lacked the capacity to undertake larger endeavors. The addition of a staff member who can focus solely on marketing will allow us to optimize those opportunities and better promote our area as a year-round destination.</td>
<td></td>
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<tr>
<td>The method was successful - see attached required reporting for the period July to October 2018. Our full-time marketing manager onboarded in June 2018 and filled her time implementing website updates, overseeing seasonal campaigns including the award-winning “Winter in Wonderland” campaign, posting regularly to social media, and creating Gardiner’s first-ever 40-page travel guide in house. Having this full-time staff person resulted in more projects executed than ever before, a 65% increase in website traffic, a 35% increase in Facebook followers, and a 100% increase in Instagram followers. Due to changes in staffing and restructuring we will not use this method in FY20, but we may reevaluate this method in the future.</td>
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<tr>
<td>The method was successful in terms of an increase in resort tax collections (+5%), bed tax collections (+1%) and an increase of at least two Gardiner businesses remaining open for a longer duration in the shoulder season. (Hotel occupancy rate was only tracked in the summer months and did not offer an accurate depiction of occupancy for the year.) However, our CVB committee did not recommend continuing this marketing method in the future. The committee’s rationale was that these funds could be better utilized now that the organization has increased in staffing size and has gained significant marketing experience in the last two years with the hiring of a dedicated marketing director. The organization is</td>
<td></td>
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<tr>
<td>Yes</td>
<td>Marketing Personnel Hours.pdf</td>
<td>Yes</td>
</tr>
<tr>
<td>Marketing Support</td>
<td>Marketing Plan Development</td>
<td>Yes</td>
</tr>
<tr>
<td><strong>Support</strong></td>
<td><strong>Marketing Plan Development</strong></td>
<td><strong>Yes</strong></td>
</tr>
<tr>
<td>The brand research conducted in early 2018 supports the messaging and branding strategy we are pursuing. Fully implementing that strategy is a continuing effort.</td>
<td>With limited staff capacity, Gardiner CVB will leverage outside contractors and a consultant to implement the brand strategy and provide marketing support to members over the course of the year.</td>
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<tr>
<td>The success of the brand strategy and the marketing plan will be evaluated annually by the CVB Board by looking at member engagement increased number of businesses staying open longer</td>
<td></td>
<td></td>
</tr>
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<td>The method was successful in terms of an increase in resort tax collections (+5%), bed tax collections (+1%) and an increase of at least two Gardiner businesses remaining open for a longer duration in the shoulder season. (Hotel occupancy rate was only tracked in the summer months and did not offer an accurate depiction of occupancy for the year.) However, our CVB committee did not recommend continuing this marketing method in the future. The committee’s rationale was that these funds could be better utilized now that the organization has increased in staffing size and has gained significant marketing experience in the last two years with the hiring of a dedicated marketing director. The organization is</td>
<td></td>
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<tr>
<td>Marketing Support</td>
<td>Fulfillment/Telemarketing/Call Center</td>
<td>No</td>
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<tr>
<td>Support</td>
<td>Marketing</td>
<td>Yes</td>
</tr>
<tr>
<td>Support</td>
<td>Support</td>
<td>No</td>
</tr>
<tr>
<td>Support</td>
<td>Support</td>
<td>Yes</td>
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<tr>
<td>Support</td>
<td>Support</td>
<td>No</td>
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</tbody>
</table>

1. Out of home advertising is an effective reach medium.
2. When used in combination with other media, out of home not only extends the reach but also reinforces an advertising message.

We have seen tremendous success in our joint marketing efforts with the promotion of the Yellowstone Northern Range. The Yellowstone Northern Range Facebook page was set up in cooperation with Cooke City Chamber of Commerce. This page has not only been a marketing asset for both our communities, but we have found that the cooperative marketing efforts allow us to reach a larger audience and tell a fuller story of what visitors to our area can expect to experience when they come to our communities.

The marketing strategy was largely successful. The marketing strategy included an ad campaign on Facebook, as well as social media marketing. The Northern Range website received over 4,500 unique visitors in the first month and continued to grow. The ad campaign resulted in a 44% increase in Facebook page views compared to the previous year. We also utilized social media advertising on Facebook to target potential visitors in the region.

We are incredibly grateful for the expertise of consultant Mike Bento during the formative years of the Gardiner CVB and may revisit this method in the future as needed.

<table>
<thead>
<tr>
<th>Marketing Support</th>
<th>TAC/Governor’s Conference meetings</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support</td>
<td>TAC/Governor’s Conference meetings</td>
<td>Yes</td>
</tr>
</tbody>
</table>

Success will be measured by demand for replenishment of rack cards and visitor guides from regional Visitor Centers, as well as an increase in successful disbursement across all target areas.

Once rack cards are printed we need to be able to disperse them to CVB and Chambers across the state and in WY, ND, SD, and ID.

The method was successful. Although we made the decision to phase out our rack card in favor of our new visitor guide, we distributed over 100 boxes of visitor guides to target Visitor Centers and airports across Montana, Wyoming, Idaho, and South Dakota. We also sent out guides to potential visitors who called in to request travel information. We utilized 67% of the budget in FY19 with a few fulfillment transactions for FY19 that were paid in Q1 of FY20.

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

We have a small operating budget and partnering with other tourism agents allows us the ability to enter bigger markets and leverage a team of experts that would otherwise be unavailable to us. Our collaboration with Cooke City Chamber of Commerce is a successful example of this. The Northern Range Facebook page received over 4,500 unique visitors in the first month and continued to grow. The ad campaign resulted in a 44% increase compared to last fiscal year. However, only a small percentage of the budget was utilized towards this coop (12%). It is worth noting that we took out a joint digital ad on the National Parks Trip Planner website that included an ad with information on visiting the Northern Range in winter. We also used Joint Venture funding for this project. We will continue to use this method in the future to take advantage of the conference/association visitation opportunities and to fulfill our requirements as a CVB.

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

The method was successful - we attended both conferences and our travel expenses remained within the budget. We will continue to use this method in the future to take advantage of the conference/association visitation opportunities and to fulfill our requirements as a CVB.

The method was successful. Although we made the decision to phase out our rack card in favor of our new visitor guide, we distributed over 100 boxes of visitor guides to target Visitor Centers and airports across Montana, Wyoming, Idaho, and South Dakota. We also sent guides to potential visitors who called in to request travel information. We utilized 67% of the budget in FY19 with a few fulfillment transactions for FY19 that were paid in Q1 of FY20.

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<th>Cooperative Marketing</th>
<th>Yes</th>
</tr>
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</table>
### Marketing Method Evaluation Attachments

Attachment 1: FY19 Budget to Actual Report (2).pdf
Attachment 2: FY19 Budget to Comparison Pie Charts.xlsx
Attachment 3: FY19 Partnership Spending Report.xlsx
Attachment 4: American Road Mag Itinerary_Livingston-Gardiner_Joint Venture_2018.pdf
Attachment 5: Gardiner postcards.pdf
Attachment 6: YCMI Gardiner TA FY19 Performance Nov 18.pdf
Attachment 7: Six RootsRated Blog Posts.pdf
Attachment 8: 2019_YNPTP Winter Magazine Collaborative.pdf
Attachment 9:
Attachment 10:

### Marketing Method Budget

<table>
<thead>
<tr>
<th>Marketing Segment</th>
<th>Marketing Method</th>
<th>Bed tax funded budget</th>
<th>Non bed tax funded budget (optional)</th>
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<td>Consumer</td>
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### Miscellaneous Attachments

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<th>Description</th>
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<th>File Size</th>
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<td>FY19 Budgetary Pie Chart</td>
<td>Budgetary Pie Chart_FY19Marketing Plan_Gardiner CVB.pdf</td>
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<tr>
<td>Description</td>
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<td>File Size</td>
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<tr>
<td>FY19 Required Documents</td>
<td>FY19 Gardiner CVB Required Documents.pdf</td>
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<tr>
<td>FY19 Compliance Documents</td>
<td>FY19_Compliance Documents_GardinerCVB.pdf</td>
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