



Grant Details

68892 - FY19 Region/CVB Marketing Plan

72771 - FY19 Gardiner Chamber/CVB Marketing Plan

DOC Office of Tourism

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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

United States: especially California, Texas, Florida, New York, Pennsylvania, Illinois

Affluent \$80,000+ per year

Interested in travel

Source: 2018 Profile of the Winter Enthusiast study: Destination Analysts

Mature Geotravellers:

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.

Source: 2017 Destination Analytics Presentation

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 through low-cost advertising methods such as social media targeted posts. In addition, we plan to more closely monitor our winter visitors in FY19 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 Geotravellers, 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?

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 Community Council approached the Park Service with regards to the work that would be done. This Project was designed to work across jurisdictional boundaries to restore and enhance the original and only year-round entrance to the world's first national park. The project provided visitors and residents with vital amenities such as ADA compliant walkways, solutions for traffic congestion, a welcome center including public restrooms, an amphitheater at Arch Park and reconstruction of the historic depot.

Optional: Include attachments here.

Optional: Include attachments here.

Optional: Include attachment here:

Marketing Segment, Strategy & Budget

Marketing Segment	Marketing Method	Does research support this method?	Describe your method.	Supporting research/statistics	How do you plan to measure success?	Provide a brief rationale.	Estimated budget for method.	Marketing Method Evaluation	Are you using private funds to support this method? (optional)	Non bed tax funds used? Yes/No (optional)	Add'l Atchmnts
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 out 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.	<p>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:</p> <ul style="list-style-type: none"> • 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	The method was successful. We obtained more than 100 high quality images of Gardiner in all four seasons by commissioning photo shoots and purchasing photos from local photographers. We have already begun to use these images to improve the appearance of our website, social media accounts, print materials, and advertisements. We will continue to use this method in the future as the need for additional images arises.	No		
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 RootsRated Provides metrics on all of their content. In FY18 RootsRated	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	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 MOTBD, we participated in the RootsRated JV program to leverage their editorial team of professional writers to create six custom	No	Monique Final Itinerary.pdf	

			<p>Roots Rated</p> <p>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.</p> <p>Yellowstone Country</p> <p>We would like to continue to partner with Yellowstone Country on the TripAdvisor program as well as have the ability to participate in fam tours, print and digital marketing opportunities.</p> <p>Regional Partners</p> <p>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.</p>		<p>prepared 6 custom pieces for us; we will be able to compare the ROI and will be looking to see increases engagement in FY19.</p> <p>Yellowstone Country</p> <p>We will continue to monitor our impressions and engagement on TripAdvisor.</p> <p>Regional Partners</p> <p>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.</p>		<p>editorial content pieces with three licensable photos through RootsRated.com (see attachment titled "Six RootsRated Blog Posts" for links). We were disappointed with the results in FY18 but planned to gauge engagement of the 6 pieces in FY19. Although the pieces resulted in a total of 4,082 page views in FY19, they ranked much lower than the majority of our in-house blog posts - a single blog post written by our staff about hiking along the Northern Range surpassed this metric with over 5,000 page views. Because writing blog posts in-house is much cheaper and has resulted in more engagements will not be pursuing this program in the future.</p> <p>YC TripAdvisor Cooperative: Yes, this method was successful. Gardiner was offered the opportunity to own our page on TripAdvisor through a cooperative with Yellowstone Country. The sponsorship of the landing page included content, photo library, events, direct links, and fixed banner ads. With limited staff capacity the ability to manage content on this key platform has been invaluable. Although overall impressions of our banner ads and pageviews declined in FY19 compared to FY18, we still feel this is a valuable effort as the cost of the landing page would be unattainable with our individual budget (see attachment titled "YCMJ Gardiner TA FY19 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 this key travel planning platform; however, if results continue to decline in FY20 we will consider utilizing our funding elsewhere.</p> <p>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.</p> <p>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.</p> <p>Regional Partners: We collaborated with the Cooke City Chamber of Commerce on a winter Northern Range campaign with National Parks Trip Media (nationalparkstripmedia.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_YNPTP Winter Magazine Collaborative.") The campaign also included leads who 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.</p>				
Consumer	Travel Guide	Yes	Visitors interested in visiting the Gardiner area can request, either online or on	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 are on the ground 80% use is at a planning resource and 71%	Success will be measured by the completion and printing of	Placing a comprehensive travel planner and experience guide in the hands of visitors both before and during their stay will increase	\$16,000.00	The method was successful. We planned, wrote, and designed a 40-page full color magazine-style visitor guide in-house. We printed 30,000 copies and have begun		Yes	2019 Travel Guide 8X10.75.pdf

			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 full 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.	30,000 copies of a comprehensive, full-color magazine that includes visitor information, trip planning inspiration, and shoulder 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.			
Consumer	Website/Internet Development/Updates	No	We will work with our web hosting agency to continue to develop and expand on the new website to further integrate social media platforms, update content, and increase mobile app functions. A large focus of our efforts for FY19 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.umass.edu/cgi/viewcontent.cgi?article=1592&context=ttra http://www.adweek.com/socialtimes/online-travel-industry/467349 https://www.statista.com/statistics/185454/technology-used-to-plan-leisure-travel-in-the-us-2011/ Also see attached analytics from 2017.	Success in this method would be two fold. The first will 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.	\$7,000.00	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 60% 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 to make sure we are providing up-to-date online information for potential visitors as well as beautiful imagery and videos to foster trip-planning inspiration.	Yes	google analytics yearly report visitgardinermt_2018.pdf	
Consumer	Radio & Television Advertising	No	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	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 30 translators all over the state of Montana and in Wyoming. According to YPR the ad was estimated to have reached approximately 40,000 - 50,000 listeners. The ad was written to promote Gardiner as a late spring/early 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	
Consumer	Social Media	Yes	In FY18, Gardiner's Facebook following increased by over 200%, indicating there is unprecedented potential to grow our digital audience. To increase our audience reach and brand exposure we will use targeted social media boosts, paid likes, and paid ads on a variety of social media content including beautiful photos, blog post links, and community events that align with the Gardiner brand story. In addition we will work with local writers to create content for our VisitGardinerMT blog to assist visitors with travel planning and	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 so see experience visitors will have while visiting while simultaneously leveraging the power of recommendation – friends seeing other friend's posts and being persuaded to visit our area. https://www.forbes.com/sites/jaysondemers/2014/08/11/the-top-10-benefits-of-social-media-marketing/#1fb436191f80 https://www.smartinsights.com/social-media-marketing/social-media-strategy/new-global-social-media-research/ https://www.statista.com/statistics/185454/technology-used-to-plan-leisure-travel-in-the-us-2011/ Also see attached analytics from 2017.	We will track the success of these paid boosts, likes, and ads in terms of reach and engagement over the next year using Facebook analytics and a free online Instagram metrics tracker such as Iconosquare. The metrics for likes, reach, engagement, demographics, etc. will be reported on quarterly followed by a plan to adjust our strategy in response to the	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 have found that this method of marketing allows us the ability to leverage our unique location and the experience of others have while visiting our community to tell the story to potential travelers. Recent findings have concluded that a barrier to Montana tourism includes as a lack of awareness of the destination in general, and social media is a proven successful way to foster awareness of our Yellowstone gateway community and Montana tourism destination. In recent years, social media has become a pay-to-play environment for business pages, and we believe our presence on social media will increase dramatically if we're willing to play.	\$4,500.00	The method was successful. We reported on social media analytics at all monthly board and CVB meetings and created a year-end report with recommendations for the future of our social media strategy - see the attached report titled "social media yearly report visitgardinermt_2019." Indicators of success include a 30% increase in Facebook followers and a 100% increase in Instagram followers. We will continue to use this method in the future to promote brand awareness, engagement with our website, and encourage repeat visitors to Gardiner.	No	social media yearly report visitgardinermt_2019.pdf	

			inspire future trips.		outcome of these metrics.					
Consumer	Printed Material	Yes	We plan to use traditional printed materials in combination with digital marketing 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 printed materials including Gardiner stickers and post cards. 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 leave 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.	\$2,000.00	The method was successful. Our Gardiner-branded stickers flew out of our Visitor Center and required two reprints in FY19 for a total of 1,205 stickers printed. We were able to revamp of our Gardiner postcards (see attached example) after running out of them in Q4 of FY19. We have received very positive feedback from visitors and residents alike for both printed materials. It is worth noting that we did not 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.	No	2019 Gardiner Stickers w website 3in X 4in.jpg
Consumer	Print Advertising	Yes	We want to combine traditional advertising materials with digital advertising to create a comprehensive marketing plan. We will seek to find magazine and newspaper advertising opportunities that have a digital component to promote shoulder and winter seasons and special events in the area during shoulder and winter season.	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 completed design of several print ads for a variety of regional and local publications that focus on our target market. Success will also be measured by ensuring that most of the budget is utilized without going over budget as well as by tracking distribution of each publication.	Our goal is to reach potential visitors with information on all fronts on how they can enjoy Gardiner in the shoulder and winter season. In FY18 we focused heavily on our digital presence and in FY19 we would like to earmark funds for traditional marketing to be sure to reach all demographics.	\$1,515.00	The method was successful. Despite a small budget we designed seven print ads in-house for the following local and regional publications: <i>West Yellowstone Visitor Guide</i> , <i>Explore Yellowstone</i> , <i>the Livingston Enterprise</i> , and <i>Outside Bozeman</i> . We utilized 43.5% of the budget in FY19 (the <i>Explore Yellowstone</i> ad was paid for in Q1 of FY20, which increased this percentage to 99% of the budget). The <i>West Yellowstone Visitor Guide</i> had a distribution of 50,000 copies throughout Southwest Montana, surrounding states, and mailings at visitor requests; <i>Explore Yellowstone</i> had a distribution of 40,000 copies to all four corners of Yellowstone National Park; <i>Outside Bozeman</i> had a distribution of 15,000 copies to visitor centers and businesses in the surrounding communities; the <i>Livingston Enterprise</i> 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.	No	West Yellowstone Travel Guide Ad 3.625X4.85.jpg
Marketing Support	Administration	No	We are a small but growing Chamber of Commerce/CVB with limited funding. Administrative Funding will support the salary of the Executive Director and Marketing Manager while they work on CVB related items. For FY19 we also plan to purchase software to be able to create original content for both online and in print advertising platforms. These funds will also be used to pay for items such as legal notices for RFPs, and bank account and checking fees.	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."	The objective for Administration budget is to spend funds appropriately and efficiently for managing the organization's operations. Per statute, the maximum allowed for the Administration method is no 20% of the total marketing budget (or less). Success will be determined by the total spend in the Administration method; if it is 20% or less, we will consider the method successful.	Administration costs are a necessary line item in the budget.	\$9,031.00	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.	No	
Marketing	Opportunity Marketing	Yes	This year we would	Being prepared for future endeavors that we are not	An opportunity	Previous years have indicated that	\$600.00	The method was successful. During a session	No	

Support			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.	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.	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 for the Visitor Center by the end of FY19 and will implement the tracking in FY20.	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.		at the 2019 Governor's Conference we learned that other visitor centers are using electronic door counters to track visitation and that CVB funds could be used to purchase them. We requested \$348.93 to purchase two counters for our visitor center and were able to install them in our facility. This was a late FY19 opportunity and the counters were not installed until FY20—results of the door counters will be recorded in FY20. We will continue to use this method in the future to be able to respond to unforeseen opportunities.			
Marketing Support	Marketing/Publicity Personnel	Yes	<p>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:</p> <p>Collaborating with the CVB committee to create and implement an annual Marketing Plan</p> <ul style="list-style-type: none"> • Coordinating and Organizing Marketing and Sales Operations for the CVB • 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. 	<p>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.</p>	<p>We will be looking for the ability to maintain the position as a full-time year round job. We will look to see increased efficiency in the execution of marketing projects, greater consistency of the brand, and increased traffic on social media campaigns.</p>	<p>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 have 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.</p>	\$4,515.00	<p>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 30% increase in Facebook followers, and a 100% increase in Instagram followers.</p> <p>Due to changes in staffing and restructuring we will not use this method in FY20, but we may reevaluate this method in the future.</p>	Yes	Marketing Personnel Hours.pdf	
Marketing Support	Marketing Plan Development	Yes	Over the course of FY19 we will be further developing the marketing plan, including building out unique sub-branding for winter, fall, and spring by developing tools for our members and stakeholders to implement the branding themselves and building partnerships that can extend our	The brand research conducted in early 2016 supports the messaging and branding strategy we are pursuing. Fully implementing that strategy is a continuing effort.	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	With limited staff capacity, Gardiner CVB will leverage outside contractors and a consultant to increase capacity to implement the brand strategy and provide marketing support to members over the course of the year.	\$6,000.00	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	No		

			messaging to the audience of our partners.		throughout the year, occupancy rates etc.) as well as bed tax and resort tax collections.			incredibly grateful for the expertise of consultant Mike Bento during the formative years of the Gardiner CVB and may re-evaluate this method in the future as needed.			
Marketing Support	Fulfillment/Telemarketing/Call Center	No	Out of home advertising is focused on marketing to consumers when they are "on the go" in public places. At the Gardiner Visitor Center we carry a large amount of printed material from across the state and surrounding areas. We do not carry rack cards that specifically compete with our local businesses, rather rack cards that promote a place, tourism area, museum or activity that cannot be found here; along with state and city guidebooks. The feedback we receive from travelers is very positive and appreciative and these materials move quickly. We have now created our own rack card that we would like to display in Chambers/CVBs that we help promote.	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. See Outdoor Advertising Association of America	Success will be measured by demand for replenishment of rack cards and visitor guides from regional Visitor Centers, as well as ensuring successful disbursement across all target areas (Montana, Wyoming, South Dakota, and Idaho) while maintaining costs within the budget.	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.	\$3,000.00	The method was successful. Although we made the decision to phase out our rack card in favor of our new visitor guide, we disbursed over 100 boxes of visitor guides to target Visitor Centers and airports across Montana, Wyoming, Idaho, and South Dakota both by shipping boxes and by doing drop-offs around the state of Montana. We also sent guides to potential visitors who called in to request travel information. We utilized 67% of the budget in FY19 with a several fulfillment transactions for FY19 that were paid in Q1 of FY20 that increased this number to just under 100% of the budget. We will continue to use this method in the future to be able to distribute travel information to potential visitors and to help spread brand awareness across the region.		No	
Marketing Support	TAC/Governor's Conference meetings	No	The Executive Director and Marketing Manager will attend the TAC meetings as well as the Governor's Conference (along with a CVB committee member when feasible) to present marketing plans and/or stay abreast of the current trends and updates.	Attendance at the TAC meetings and Governor's Conference are required.	Traveling expenses remain within budget.	It is necessary for us to have funds budgeted in this area so that the Director and Marketing Manager can attend the meetings required to fulfill the parameters of the grant.	\$1,500.00	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 conferences' networking opportunities and to fulfill our requirements as a CVB.		No	
Marketing Support	Cooperative Marketing	Yes	We would like to continue to pursue our partnership with Cooke City to promote year round travel in the Yellowstone Northern Range. We are also pursuing options to partner with local nonprofits on different marketing campaigns for the shoulder and winter season.	We have already seen great success in our joint marketing efforts with the promotion of the Yellowstone Northern Range. The Yellowstone Northern Range video reached 79,000 people in its first posting and continues to be a marketing asset for both our communities. 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.	Success will be measured by maintaining the Yellowstone Northern Range website, by posting regularly on the Northern Range social media page, and by utilizing the majority of the budget towards the Northern Range cooperative.	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 gives us the ability to focus on year round promotion and a comprehensive visitor experience to our area. We have created a website, www.yellowstonenorthernrange.com , a video, and are now operating social media pages. This cooperative allows us to upkeep our website as well as create print advertising for the region.	\$750.00	The marketing strategy was largely successful. In cooperation with the Cooke City Chamber of Commerce we maintained the Northern Range website hosting and posted regularly to the Yellowstone Northern Range Facebook page. The Northern Range website received 4,5000 users and 4,900 sessions in FY19, a 48% 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 advertorial on visiting the Northern Range in winter, but we used Joint Venture funding for this project. We will continue to utilize this method in the future to showcase the unique and exciting aspects of our two communities, but we hope to focus on making the most of this funding in the future with strategies such as paid social media posts or digital/print advertising.		Yes	yellowstonenorthernrange.com screenshot.JPG
							\$68,161.00				

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

Marketing Segment	Marketing Method	Bed tax funded budget	Non bed tax funded budget (optional)
Consumer	Website/Internet Development/Updates	\$8,119.36	\$0.00
Consumer	Social Media	\$4,500.00	\$0.00
Consumer	Photo/Video Library	\$3,880.64	\$0.00
Consumer	Joint Ventures	\$9,050.00	\$0.00
Consumer	Travel Guide	\$13,200.00	\$13,000.00
Consumer	Printed Material	\$2,000.00	\$0.00
Consumer	Fulfillment/Telemarketing/Call Center	\$3,000.00	\$0.00
Consumer	Radio & Television Advertising	\$500.00	\$0.00
Consumer	Print Advertising	\$1,515.00	\$0.00
		\$45,765.00	\$13,000.00
Marketing Support	Administration	\$9,031.00	\$0.00
Marketing Support	TAC/Governor's Conference meetings	\$1,500.00	\$0.00
Marketing Support	Opportunity Marketing	\$600.00	\$0.00
Marketing Support	Marketing/Publicity Personnel	\$4,515.00	\$26,000.00
Marketing Support	Marketing Plan Development	\$6,000.00	\$0.00
Marketing Support	Cooperative Marketing	\$750.00	\$0.00
		\$22,396.00	\$26,000.00
		\$68,161.00	\$39,000.00

Miscellaneous Attachments

Description	File Name	File Size
FY19 Budgetary Pie Chart	Budgetary Pie Chart_FY19Marketing Plan_Gardiner CVB.pdf	134 KB

Reg/CVB Required Documents

Description	File Name	File Size
FY19 Required Documents	FY19 Gardiner CVB Required Documents.pdf	117 KB
FY19 Compliance Documents	FY19_Compliance Documents_GardinerCVB.pdf	117 KB

