



Grant Details

68892 - FY19 Region/CVB Marketing Plan

72770 - FY 19 Glacier Country 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?

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

WHO WE ARE AND WHO WE ATTRACT

ABOUT WESTERN MONTANA'S GLACIER COUNTRY

As our name implies, Glacier Country is home to the Crown of the Continent—Glacier National Park. Within the park, visitors can explore rolling foothills, celestial summits, flower-filled meadows and stunning 400-foot waterfalls as well as an extensive trail system. Anchoring the park is the Going-to-the-Sun Road. An engineering marvel and National Historic Landmark, the Going-to-the-Sun Road is one of the most scenic drives in the nation.

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

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

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

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

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

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

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

- Leisure traveler
- Geo-tourist
- Active mature
- Families
- Repeat visitors to Montana
- Business
- Meetings and conventions
- Reunions and weddings
- Higher education
- Health care
- Winter enthusiasts

Average length of trip

- 5.76 nights
- 71% of nights spent in Glacier Country
- 13% of nights spent in Yellowstone Country

Primary reason for trip

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

Activities while on trip

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

Top sites visited on trip

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

Group characteristics

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

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

WHY THEY COME

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

More spectacular unspoiled nature than anywhere in the lower 48 states

- Glacier National Park
- Rocky Mountains, with several smaller mountain ranges
- Geological features (Glacial Lake Missoula)
- Wildlife
- National Bison Range
- Montana state parks
- Bitterroot National Forest
- Bob Marshall Wilderness Complex (Great Bear, Bob Marshall and Scapegoat wildernesses)
- Cabinet Mountains Wilderness
- Kootenai National Forest
- Lolo National Forest
- Selway-Bitterroot Wilderness
- Lakes and rivers

Vibrant and charming small towns that serve as gateways to our natural wonders

- Anniversary events
- Art galleries
- Artisan tours and events
- Explorer's trails - Lewis and Clark, David Thompson, John Mullan,
- Historic "red buses" of GNP
- Historic sites
- Historic St. Mary's Mission
- Main street businesses
- Museums
- Railroad history
- Shared border with Canada
- Theaters
- Two American Indian reservations/native culture and history

Breathtaking experiences by day and relaxing hospitality at night

- American Indian reservations
- ATVing
- Biking and cycling
- Birdwatching
- Boating
- Camping and RVing
- Dog sledding
- Downhill skiing
- Festivals/music
- Fishing
- Golfing
- Hiking
- Historic sites
- Horseback riding
- Kayaking and canoeing
- Montana state parks
- Motorcycle touring
- Mountain biking
- Nordic skiing
- Pow wows
- Rafting
- River surfing
- Rodeos
- Running events and competitions
- Scenic flights

- Skijoring
- Sleigh rides
- Snowmobiling
- Sportsman adventures
- Stand-up paddleboarding
- Hospitality
- Blackfeet Community College
- Breweries
- Cideries
- Dining
- Distilleries
- Farmers markets
- Farm-to-table restaurants
- Flathead Valley Community College
- Meeting and convention space
- Missoula College
- Salish Kootenai College
- Special event venues (entertainment)
- University of Montana
- Visitor information centers
- Wedding venues
- Wineries

Abundant lodging and camping (independent, brand and boutique)

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

STRENGTHS

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

Brand pillars (previously detailed)

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

Well-preserved cultural and heritage offerings such as:

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

Partnerships

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

Seasonality

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

Glacier Country Tourism takes a broad-based approach to addressing the challenges encountered in our region. It's important to note that not all of these challenges can be changed by Glacier Country. Instead, we take an informational approach and stay informed on the latest issues and engage available resources when possible and appropriate. These resources include accuracy in our marketing messages and imagery used; staying abreast of new marketing trends and opportunities; maintaining a positive tone and message in our publicity and social media efforts; working with our partners to understand the concerns and impacts our industry has at a local, statewide and national level; and assisting financially when possible, while knowing that our ultimate mission is to create demand for the tourism product our businesses and communities supply.

Identified challenges (please refer to attached PDF for more details)

1. Airline challenges
2. Changing landscape
3. Crisis outreach and traveler education
4. Economy
5. Emerging markets
6. Glacier National Park and public lands infrastructure and maintenance issues
7. International issues
8. Market competition
9. Over capacity visitation of Glacier National Park in peak season (visitor expectations, infrastructure, change in approach to marketing visitation during those times, messaging around capacity limits for visitors and road/trail closures.)
10. Perception of Glacier National Park being closed when the Going-to-the-Sun Road isn't open in its entirety

11. Perception of remote location
12. Public transportation
13. Shared economy accommodations
14. Smoke and wildfire
15. Technology – algorithms for social media and search engines
16. Weather

GLACIER COUNTRY TOURISM FULLY INTEGRATES THE MONTANA BRAND

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

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

Describe your destination.

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

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

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

Inspiration

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

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

Orientation

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

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

Facilitation

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

Optional: Include attachments here

GC Marketing Plan_digital_FY19.pdf

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

GEOGRAPHIC TARGETS

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

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

- Spokane/Coeur d'Alene
- Alberta
- In-state (Billings, Bozeman, Great Falls)

OTHER TARGET MARKETS

- Additional areas as opportunities arise or markets emerge according to marketing analytics including international FIT (foreign independent travel). We will look deeply at all existing or new direct flight markets.

Individuals – Mid-30s+, HHI \$50,000, active and affluent, take at least two vacations per year, may be traveling in groups of two or more

Mature geo-traveler couples – 55+, HHI \$70,000, active and affluent, high-value low-impact couples, may be traveling as groups with other friends and/or extended family

Families – Multigenerational travelers, 1+ children, HHI \$75,000, active and affluent

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

PSYCHOGRAPHIC TARGETS

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

OTHER TARGETS

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

b. What are your emerging markets?

- Ohio
- New York City
- Pennsylvania
- Direct flight markets to and from our region

Optional: Include attachments here.

c. What research supports your target marketing?

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

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

GOALS

Glacier Country's primary marketing goals are:

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

OBJECTIVES

1. INCREASE OVERALL CONSUMER RESPONSE BY 2% OVER FY18
 - 2% increase will require our consumer response reach goal at 1,707,000 or by an additional 33,500
2. INCREASE ELECTRONIC RESPONSE BY 2% OVER FY18
 - 2% increase will require our electronic response reach goal at 1,609,000 or by an additional 32,000
3. MAINTAIN SOCIAL MEDIA REACH FROM FY18
 - Maintenance of our social media reach goal would set our goal at 14,600,000
4. INCREASE SOCIAL MEDIA AUDIENCE BY 2.5% OVER FY18
 - 2.5% increase will require our social media audience reach goal at 369,000 or by an additional 9,000
5. INCREASE USE OF RESPONSIVE WEBSITE BY 2% OVER FY18
 - 2% increase will require our webpage use reach goal at 1,470,000 or by an additional 29,000
6. INCREASE OUR CONSUMER LEAD DATABASE BY 2% OVER FY18
 - 2% increase will require our consumer database reach goal at 788,650 or by an additional 15,500
7. INCREASE OUR TRADE SHOW DATABASE BY 4% OVER FY18
 - 4% increase will require our trade show database reach goal at 1550 or by an additional 45
8. MEDIA STORIES TO INCREASE BY 1% OVER FY18

- o 1% increase will require our direct earned media reach goal at \$4.1 million or by an additional \$41,000
- 9. FUND CHAMBER/VISITOR INFORMATION CENTERS AT UP TO \$4,000 PER PROJECT FROM MEMORIAL DAY TO LABOR DAY 2018 TO BETTER INFORM AND ENCOURAGE VISITORS TO STAY LONGER IN WESTERN MONTANA'S GLACIER COUNTRY
- 10. INCREASE CONSUMER AND GROUP SUGGESTED ITINERARIES BY TWO
- 11. REVENUE INDICATORS FOR PERFORMANCE
 - o INCREASE BED TAX REVENUE BY 3%
 - o 3% increase will require our total collected bed tax reach goal at \$9,200,000 or by \$260,000
- 12. INCREASE REVPAR BY 1.5% (STR)
 - o Data will be monitored within the Glacier Country region beginning July 1, 2018

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

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

Optional: Include attachment here.

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

We are actively planning and participating in future cooperative and joint venture tourism sales, publicity, research and advertising projects with regions and CVBs to explore multiple ways to partner.

Glacier Country recently met with Yellowstone Country and Southwest Montana on joint ventures specific to Western Montana. We are excited about this potential long-term effort to leverage our promotion efforts with each other.

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

Glacier Country has participated heavily with our partners in cooperative ventures over the last several years.

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

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

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

Optional: Include attachments here.

Optional: Include attachments here.

Optional: Include attachment here:

Marketing Segment, Strategy & Budget

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 Atttchmnts
Consumer	Multi-Media Marketing	Yes	We plan to target our primary and secondary markets using a mixed media approach with most consumer advertising dedicated to digital advertising in major primary and secondary geographic, demographic and psychographic targeted websites as outlined in our narrative, including social media advertising. Online digital advertising is a highly targeted and efficient method to drive website traffic, inquiries and visitation. Each year we develop creative that is consistent yet appropriate for the audience we are targeting. Our approach to bring additional focus to emerging markets through the use of blogs and niche travel content websites where audiences have reached levels competitive with traditional tourism media sites. Glacier Country Tourism fully supports the efforts of MTOT	Glacier Country Tourism seeks out valuable research to help stay abreast of marketing and industry trends that support our ongoing promotion efforts. Some of these resources are proprietary to the source while others are samples of reports we use for reference in determining short and long-term strategy. In an effort to share this information with our Montana DMO partners without breaking the terms of our service agreements, we have created a password protected DropBox for MOTBD and TAC representatives to have read only access with this password protected folder. Link + PW: GlacierFY19 These resources include: <ul style="list-style-type: none"> • Montana Office of Tourism and Business Development research • Website analysis • Call center activity • Consumer marketing market analysis • nSight • Institute for Tourism and Recreation Research • Trade show feedback • Meeting and convention follow up • Professional association research • American Bus Association • Destination Marketing Association International • National Tour Association • Rocky Mountain International • U.S. Travel Association • Adventure Travel Trade Association • Family Travel Association • Destination Analyst • Arrivalist • VisaVue 	Success will be measured in a variety of ways. If a publication offers reader service, we will report the number of inquiries associated with that print placement along with circulation and/or readership. We will also measure website traffic, call activity and information inquiry requests and downloads associated with the timing of the placement. For digital, we use a combination of analytic tools to track impressions delivered, click thru rates, cost per thousand. We have continually delivered results above .5% CTR target where most national campaigns of similar creative, budget and focus fall below a .09% CTR. This industry standard will allow us to measure success. A performance report will be provided that details all of the relevant information.	We strive to stay ahead of the paid media curb in our print and digital media targeting using various methods including retargeting, as well as other measurement and acquisition tools to insure we are getting the most return on investment for our digital media budget. Examples of our placed media in FY 2017 as provide in our completion reports for that year can be found in a DropBox folder along with the performance report for all of our placed media year.	\$275,950.00	Glacier Country continues to employ a mixed media strategy between print and online advertising. Online is highly efficient and effective and allows for a great deal of tracking and in most cases, allows us to monitor each placement and adjust depending on the performance so we can maximize the results. Print still has a place in our overall plan as well and often compliments online with many media placements offering both bringing added value to the buy. Please see our DropBox for complete reports to view the consumer media plan and the performance results. Overall, our consumer paid media plan (print + online) had an impression/circulation delivery of 29,067,446 at a cost of \$249,487 (CPM = \$9.94). Total clicks generated was 49,963 for a total digital click thru rate of 0.28% - 4.5 times the national average. Per the inquiry source report, total leads generated was 52,937. Cost per inquiry/click was \$2.42. This marketing method was successful as it achieved what we had hoped and is noted in our successful overall goals/results below. We plan to continue to		No	FY19 Paid Media Reports.pdf

			<p>by promoting Montana as a travel destination. We follow the Montana Brand by using iconic imagery to tell our authentic story, as it relates specifically to Glacier Country and in partnership with MTOT, other regions, CVBs and stakeholder organizations.</p> <ul style="list-style-type: none"> • Smith Travel Reports (STR) • Bed tax revenue <p>Glacier Country tries to align our markets, when appropriate, with the key markets for the Montana Office of Tourism and Business Development, as well as key markets for our convention and visitor bureaus and other public and private partners. We also reference the data collected from our call center and webpage. We have seen continued digital visitation and inquiry growth from California and Texas, as well as visitor demographics as supported by ITRR's quarterly visitor surveys.</p>				<p>maintain multi-media advertising in our future marketing efforts.</p> <p>Visit the scanned files of the print media.</p> <p>FY 2019 relevant goal/results:</p> <ul style="list-style-type: none"> • Increase overall consumer response by 2% over FY18 - FY19 Actual: 1,793,923/% Change: 2% • Increase electronic response by 2% over FY18 - FY19 Actual: 1,729,504/% Change: 3% • Maintain social media reach from FY18 - FY19 Actual: 26,238,741/% Change: 54% • Increase social media audience by 2.5% over FY18 - FY19 Actual: 379,304/% Change: 4% • Increase use of responsive website by 2% over FY18 - FY19 Actual: 1,534,097/% Change: 2% • Increase our consumer lead database by 2% over FY18 - FY19 Actual: 1,096,521/% Change: 39% • Revenue indicators for performance <ul style="list-style-type: none"> ◦ Increase lodging tax revenue by 3% - FY19 Actual: \$10,455,675/% Change: 9% ◦ Increase RevPAR by 1.5% (STR) - FY19 Actual: 50.3/% Change: -0.6% 			
Consumer	Electronic Adv - Newsletter, E-blast	Yes	<p>Glacier Country Tourism will continue to send seasonal and niche newsletters. Content features activities, events and attractions throughout Glacier Country reflecting the area's personality. Design includes color photos and links to websites and social media sites for additional information as well as special promotions and package offers. Our database consists of approximately 500,000 active users. Our agency of record will work with the Glacier Country staff to solicit area information and determine content to be featured in each.</p>	<p>Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19</p> <p>Travelers are willing to give companies information to provide personalized service. 45% U.S. travelers, 38% French travelers, 31% German travelers and 40% U.K travelers who Agree to "I do not mind companies collecting general information about me to provide better service." Source: Phocuswright's <i>U.S. Traveler Technology Survey Seventh Edition</i>; <i>Phocuswright's European Traveler Technology Survey 2017</i> (forthcoming July 2017)</p>	<p>We will measure the effectiveness of this marketing segment by monitoring open rates, click-thru rates and total sends for each newsletter.</p>	<p>We have had tremendous success over the years maintaining a relationship with those who have requested travel information and assistance. We have experienced open rates between 15% and 30% during the marketing year. Our lower open rates are typically associated with full list blasts without targeting but generates over 30,000 opens in a typical blast. In the past 10 years we have increased the recipient list from 140,000 to over 700,000. Each person who signs up for our newsletters provides us with information that allows us to only send them information that is of interest to them. Every year, we continue to enhance our ability to provide each person customized content for planning a trip to Western Montana.</p> <p>In our last complete budget year - FY 2017 - our consumer newsletters and eblasts had a 16.5% open rate compared to an industry average of 15% to an average email distribution list of over 770,000. Our B2B newsletters had a 37.5% open rate to an average distribution list of 238 meeting planners and 733 group/FIT operators. We continue to evaluate the design and content of our mailings to increase the open and click thru averages.</p> <p>To view the newsletters and performance reports for that year, visit the DropBox folder.</p>	\$35,000.00	<p>Glacier Country Tourism continued to send seasonal, activity and campaign specific electronic newsletters and emails to our consumer email database in FY 2018 - 2019. Content featured activities, events and attractions throughout the region. All included color photos and link to webpages for additional information as well as special vacation promotions and package offers. An ongoing challenge is to provide engaging content in the ever-changing environment of content overload. We are constantly analyzing and updating our lists, email/newsletter formats and technology to stay current, relevant and useful to our recipients.</p> <p>Our consumer newsletters and eblasts have an 12.81% open rate compared to an industry average of 13% for 785,959 sends with a 1.96% click-thru rate. Our B2B newsletters have a 23.07% open rate to 2709 sends with a 2.55% click thru rate for group/FIT operators. Our combined webpage traffic increased by 2% from 1,499,122 to 1,534,097. We continue to evaluate the design and content of our mailings to increase the open and click thru averages.</p> <p>This marketing method was successful as it achieved what we had hoped it would as measured in our overall goals/results below. We plan to continue to use electronic and email advertising in our future marketing efforts.</p> <p>Our newsletters performance reports are linked. To view all of our consumer reporting including total web visitor and call center webpage reports, visit our DropBox folder.</p> <p>FY 2019 relevant goal/results:</p> <ul style="list-style-type: none"> • Increase overall consumer response by 2% over FY18 - FY19 Actual: 1,793,923/% Change: 2% • Increase electronic response by 2% over FY18 - FY19 Actual: 1,729,504/% Change: 3% • Increase use of responsive website by 2% over FY18 - FY19 Actual: 1,534,097/% Change: 2% • Increase our consumer lead database by 2% over FY18 - FY19 Actual: 1,096,521/% Change: 39% • Increase our trade show database by 4% over FY18 - FY19 Actual: 1,969/% Change: 15% • Revenue indicators for performance <ul style="list-style-type: none"> ◦ Increase lodging tax revenue by 3% - FY19 Actual: \$10,455,675/% Change: 9% ◦ Increase RevPAR by 1.5% (STR) - FY19 Actual: 50.3/% Change: -0.6% 	No	Glacier Country FY19 Email Newsletter Report.pdf
Consumer	Travel/Trade Shows	Yes	<p>Glacier Country Tourism prioritizes travel shows that match our geographic and demographic targets.</p>	<p>Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19</p>	<p>Travel show success is measured in a number of ways. We calculate the number of attendees that are</p>	<p>There are numerous travel options for visitors both domestically and internationally. Having a Montana presence can be effective to showcase</p>	\$2,000.00	<p>Glacier Country Tourism did not attend any consumer travel shows in FY 2019.</p>	Yes	

			Whenever possible, we partner with other regions and CVBs to maximize our budget efficiencies and increase the Montana presence. We produce highly visual, four-color banners and travel booth panels that are on-brand - Glacier Country fully integrates the Montana brand. We negotiate for added-value whenever possible, including literature distribution, presence in show promotion, etc. In the past several years, we have had significant increase in lead generation by offering a strong call to action in the form of a vacation giveaway. The last several years have focused our consumer travel show presence at Warren Miller movie premiere viewings in identified key markets. This was to lift our exposure in conjunction with our partnership with Warren Miller Entertainment. In the FY 2019 year, we will be exploring other options. This budget item will serve more as a placeholder should an opportunity arise.		exposed to our booth and the Montana message. We tally the number of travel guides distributed and giveaway entries collected. We also monitor unique website visits, phone call inquiries and general interest in our destination.	all our state has to offer to the forefront of the decision making process. Travel shows offer a unique one-on-one engagement with a potential visitor, building trust and brand loyalty.		Travel shows are a valuable marketing method and while we did not utilize this budget this year, we plan on keeping this method in future years marketing plans.			
Consumer	Sweepstakes	Yes	Over the past several years we have experimented with various types of call-to-action incentives in our promotions. Giveaway incentives from free travel guides to substantial vacation packages continue to work extremely well. The call-to-action for the campaign giveaway is promoted via all our marketing mediums including social media, online and print.	Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19 Yahoo Small Business says call-to-actions (CTAs) are critical for achieving any results online, because traffic, subscribers and followers don't do you any good until they become leads and eventually customers. That's why calls-to-action can be used in more places than just your website. They should also be employed in your blog, social media, email blasts, guest articles, sponsored content editorial and anywhere else you publish or market online.	We measure success by tracking the number of leads generated from campaigns that a giveaway was associated and the total number of giveaways we provided in the budget year.	Over the past several years we have experimented with various types of call-to-action incentives in our promotions. The type and value of the giveaway incentives varies each year. Depending on the marketing channel, the response does vary. Online, all tend to perform well as compared to no call-to-action. At travel shows, larger, more extravagant giveaways work far better than smaller ones. In FY 2016, we stepped up our level of giveaways by providing cash and service prizes as our call-to-action for the summer, winter and Warren Miller movie partnership. We generally have significant support from our partners that include in-kind and/or deeply discounted rates for services such as accommodations, tickets and rentals. Our overall consumer response increased substantially in this year primarily due to the larger partnership investment we made with Warren Miller. Our vacation giveaway was the 2nd largest giveaway for the national tour and it elevated our exposure as a winter travel destination across the United States. 4 out of the 5 top lead generators had giveaways attached to them. Visit our complete list of our inquiries by source for that year. Four of the five top lead generating efforts had giveaways associated with them provided by this budget - resulting in almost 75,000 leads.	\$15,000.00	We have used contest sweepstakes for many years with the past several doing giveaways with cash and service prizes as our call-to-action (CTA) for the summer, winter. Our overall consumer response increased by 2% this year an increase of 35,878 for a total of 1,793,923. Total new leads generated was 185,673 which brings our consumer lead database to 1,096,521. Visit our complete list of our inquiries by source. Per the giveaway rules, we post the winner's name and on our website. For privacy purposes, exact names and prizes provided to them are kept on file at Glacier Country. These are reviewed and verified yearly by the compliance specialist during our MOTBD audit. The report and photos of our prize boxes can be found in the DropBox folder. We gave away 15 sweepstakes giveaways in FY 2019. A detailed list of names is attached. This marketing method was successful as it achieved what we had hoped it would as measured in our overall goals/results below. We plan to continue to use this method in our future marketing efforts. FY 2019 relevant goal/results: <ul style="list-style-type: none"> Increase overall consumer response by 2% over FY18 - FY19 Actual: 1,793,923/% Change: 2% Increase electronic response by 2% over FY18 - FY19 Actual: 1,729,504/% Change: 3% Maintain social media reach from FY18 - FY19 Actual: 26,238,741/% Change: 54% Increase social media audience by 2.5% over FY18 - FY19 Actual: 379,304/% Change: 4% Increase use of responsive website by 2% over FY18 - FY19 Actual: 1,534,097/% Change: 2% Increase our consumer lead database by 2% over FY18 - FY19 Actual: 1,096,521/% Change: 39% Increase consumer and group suggested itineraries by 2 - FY19 Actual: 2 Revenue indicators for performance <ul style="list-style-type: none"> Increase lodging tax revenue by 3% - FY19 Actual: \$10,455,676/% Change: 9% Increase RevPAR by 1.5% (STR) - FY19 Actual: 50.3/% Change: -0.6% 	Yes	FY19 Winners + Boxes.pdf	
Consumer	Webpage Marketing/SEO/SEM	Yes	We continue to complement the design of our primary and mobile websites promoting Glacier Country online with marketing strategies that	Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19 Marketers say they produce content because it helps them build credibility with customers and demonstrate their expertise. Source:	We will measure success by tracking our webpage analytics, lead tracking and total web visitor reports. Together these help us	Webpage marketing is more than buying keywords or studying hot search trends but also careful organic testing and researching of how best to layout the content within the website for the	\$80,000.00	Our webpage marketing effort continues to complement our paid media placement very nicely. While keywords and well-crafted editorial on a webpage work very nicely to organically optimize a website for	Yes		

include search engine optimization, search engine marketing submission, copywriting that encourages site visitors to take action and integrates keywords used for SEO, SEM, website design strategies, online promotions, reciprocal linking, email marketing and social media.

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

www2.prophet.com/the-2016-state-of-digital-content

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

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

Search algorithms reward original content such as blog posts. Blogs give corporate websites 434 percent more indexed pages, 97 percent more inbound links and 55 percent more visitors, according to ContentPlus14, a U.K.-based content marketing consultancy. *Content Marketing Trends in the Travel Industry*, Skift.com

achieve our overall goal results.

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

organization to best serve the needs of customers and help customers find that great content quickly while searching. Every page of our webpage is written with keyword search strings that we keep in a separate excel document. When we buy keywords, we are then able to boost the organic search with paid search. In FY 2019, we launched a new GlacierMT.com using forward thinking SEO strategy. After only one week, we were already getting higher organic search engine rankings than we were able to do using both organic and paid previously. Add in the power of paid keywords and we are now able to widen the scope to build lesser known pages specifically community landing pages. We are spending more time and effort building awareness of our rural communities and lesser traveled corridors.

search engine optimization (SEO), paid webpage marketing greatly elevates all the pages within a site and bring them up in the search rankings. We use our webpage marketing budget in a variety of ways thus combining into a broad-based strategy that helps us reach our overall goal to grow our web presence. We meld organic with paid webpage strategizes:

- Careful search engine optimization analysis and constant editorial adjustments on glaciermt.com using best practices and a host of software applications to measure results and compare progress with competitors in our industry.
- Paid keyword or other targeting segment purchasing with Google, YouTube, Bing and other engines we feel serve our needs and align with the marketing plan objectives.
- Special expanded focus on the rural community pages and related organic traffic opportunities to supply potential web searchers looking for tourism information in our lesser known rural communities with updated, quality content and rich media.
- Content pages designed for search engines categorization, back link opportunities, to drive traffic and a host of organic search steps such as directory registrations, content refreshers and regular weekly tasks that benefit page rank and organic positioning of glaciermt.com on the world wide web.

SEO coding work with microsites and other boutique content areas we feel provide us a competitive advantage to market on search engines to drive new traffic streams to the website. This year, we combined content that has performed well for us on our website with new keywords that directly fed what Google keywords we bought to support our website for Google search placement.

Maintenance of trending keywords we want to improve upon for our competitive page ranking and monitor daily to improve our positioning to capture the awareness and business of potential visitors using the web for travel research needs.

Having a strong webpage marketing strategy is absolutely critical in the ever changing digital landscape for destination marketing. We will plan on maintaining the element of our overall marketing strategy as it certainly aids in the overall success of meeting and exceeding our marketing goals. We attribute 40,316 inquiry leads generated from Google alone.

As an example of how strategic SEO/SEM webpage marketing can work, we launched our new website mid-February of 2018. Normally, brands will see a decrease in traffic and data collected and this can occur for several months while the site optimizes. Our site did not see a decrease at all, in fact, our site traffic increased and the amount of data we were collecting from users of the site tripled. Site traffic remains very strong for the and we saw another 2% growth for FY 2019 for a total of 1,534,097 unique user sessions.

This marketing method was successful as it achieved what we had hoped it would as measured in our overall goals/results below. We plan to continue to use this method in our future marketing efforts.

To see a complete list of keywords used for this funding year, visit the **DropBox folder**.

FY 2019 relevant goal/results:

- Increase overall consumer response by 2% over FY18 - FY19 Actual: 1,793,923/% Change: 2%
- Increase electronic response by 2% over FY18 - FY19 Actual: 1,729,504/% Change: 3%
- Increase use of responsive website by 2% over FY18 - FY19 Actual:

								1,534,097/% Change: 2% <ul style="list-style-type: none"> Increase our consumer lead database by 2% over FY18 - FY19 Actual: 1,096,521/% Change: 39% Revenue indicators for performance <ul style="list-style-type: none"> Increase lodging tax revenue by 3% - FY19 Actual: \$10,455,675/% Change: 9% Increase RevPAR by 1.5% (STR) - FY19 Actual: 50.3/% Change: -0.6% 			
Consumer	Cooperative Marketing		Glacier Country Tourism is creating a program that will offer more assistance for our charming small towns to help them not only understand what tourism can do for them but to work with them through education workshops (three workshops currently exist), essential marketing training, best practices, etc. and help connect them to other people/organizations/agencies that have programs that could help them. We hope to develop this program in coming years to strengthen Glacier Country's position as a premier destination while also stimulating our rural economies, protecting and enhancing local resources and fostering community pride. Building upon the workshop series we already offer, we are creating a marketing assistance grant program that can be used for specific marketing campaign development and implementation (cannot be used for material development without a distribution campaign included) by a community (chamber, CVB, main street organization, development organization).	Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19	We will measure success by the number of projects we are able to fund. Each application requests how they will measure success. Before awarding the grant, we will review to ensure they are using measurables that meet the requirements funded DMOs must follow according to TAC rules and regulations. Individual grant reports will be required by all recipients that will report against the identified measurables in the application.	Glacier Country's visitors are looking for experiences throughout the region—no matter how far off the beaten path. Visitors are especially interested in taking advantage of the region's abundant outdoor recreational activities, natural and cultural landscapes, and authentic Montana experiences. Our board is made of up representatives from across all eight counties and realize the importance of our organization reaching out to offer assistance to our communities who would like it.	\$40,000.00	We were thrilled to create the Glacier Country Cooperative Marketing Grant Program (GCCMGP) designed to provide 50/50 matching expense funding for projects to promote an area or event on a cooperative basis with a nonprofit tourism-related organization. The intent of this program is to encourage the development of new or expanded marketing projects, thereby increasing the tourism appeal of the city or region to nonresident visitors. We had one applicant this budget year. 1. Whitefish ArtFEST – The Summer ArtFest at Whitefish, June 28th - June 30th, 2019 is a first time event for artists, galleries, visitors, art collectors, families, budding artists and more. A live auction, live demonstrations, food, drink, music, art classes, panel discussions and a silent wall auction will all create a memorable weekend here in Whitefish. For a first time event, they had over 235 people attend with gross sales at \$78,550. This marketing method was successful as it achieved what we had hoped it would as measured in our overall goals/results below. We plan to continue to use this method in our future marketing efforts. FY 2019 relevant goal/results: <ul style="list-style-type: none"> Revenue indicators for performance <ul style="list-style-type: none"> Increase lodging tax revenue by 3% - FY19 Actual: \$10,455,675/% Change: 9% Increase RevPAR by 1.5% (STR) - FY19 Actual: 50.3/% Change: -0.6% 			FY19 ArtFEST Completion Report.pdf
Consumer	Ad Agency Services	Yes	Glacier Country Tourism's agencies of record work closely with us on many facets of our marketing plan from strategy and implementation to tracking and analysis. Their staff works thoroughly with Glacier Country staff, board of directors, partnering organizations and agencies to analyze current problems and opportunities as well as our past efforts and their effectiveness.	Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19 The professional services provided by our contract agencies not only assist us with gathering relevant and supporting research, they work with our team to analyze this information to create a marketing plan targeting markets using effective and efficient methods - providing strong return on investment not only in the performance of the campaign but bringing new revenue into our communities from nonresident visitors.	Success on our campaigns and marketing efforts translates to successful planning support. The way we measure the success of the work our agency does is directly reported in our overall goals and objectives. We would never be able to achieve the quality and quantity of work without the services of our advertising agency. They assist us directly or indirectly in every single marketing method we implement and they help us in the planning phase and the reporting and evaluation phases. We will measure success by tracking our consumer response, electronic response, social media response, website stats, consumer/B2B database leads, media stories and consumer/B2B itineraries.	Good marketing support from professionals who live and breathe various components of marketing, development, implementation and evaluation helps us design an effective marketing plan and develop a creative and effective message ensuring maximum efficiency in the project planning and evaluation.	\$180,000.00	Glacier Country understands the importance of having knowledgeable professionals who can help develop our marketing plan, implement it and then evaluate it for its overall performance. The success of our program is directly responsible for having the right resources, expertise and passion to promote Western Montana's travel experience to a national and international audience thus bringing over a billion non-resident dollars into our region every year. We absolutely plan to keep direct and indirect resources available to us through having an advertising agency of record in place. As a way to show the work that our agency does for us, the AGENDAS from the weekly meetings we hold are provided. We have two contracts with our ad agency - one for our public funded projects and once for our private projects. Combined they result in a great deal of projects to track. Our weekly agendas allow us to do this. All tracking measurables are the result of the various marketing methods. This marketing method was successful as it achieved what we had hoped it would as measured in our overall goals/results below. We absolutely plan to keep direct and indirect resources available to us through having an advertising agency of record in place. FY 2019 relevant goal/results: <ul style="list-style-type: none"> Increase overall consumer response by 2% over FY18 - FY19 Actual: 1,793,923/% Change: 2% Increase electronic response by 2% over FY18 - FY19 Actual: 1,729,504/% Change: 3% Maintain social media reach from FY18 - FY19 Actual: 26,238,741/% Change: 54% 	Yes		FY19 Ad Agency Services Report.pdf

							<ul style="list-style-type: none"> • Increase social media audience by 2.5% over FY18 - FY19 Actual: 379,304/% Change: 4% • Increase use of responsive website by 2% over FY18 - FY19 Actual: 1,534,097/% Change: 2% • Increase our consumer lead database by 2% over FY18 - FY19 Actual: 1,096,521/% Change: 39% • Increase our trade show database by 4% over FY18 - FY19 Actual: 1,969/% Change: 15% • Media stories to increase by 1% over FY18 - FY19 Actual: \$3,032,789.30/% Change: 103% • Funded visitor information centers (VICs) - FY19 Actual: 9/% Change: -1 • Increase consumer and group suggested itineraries by 2 - FY19 Actual: 2 • Revenue indicators for performance <ul style="list-style-type: none"> ◦ Increase lodging tax revenue by 3% - FY19 Actual: \$10,455,675/% Change: 9% ◦ Increase RevPAR by 1.5% (STR) - FY19 Actual: 50.37/% Change: -0.6% 			
Consumer	Opportunity Marketing	These methods are determined as the opportunities become available or as projects are necessary throughout the year. All efforts done will comply with the rules and regulations.	No specific research is available for this line item at this time.	<p>These funds are to be used for allowable opportunities we are unaware of when we prepare our marketing plan each year. As these projects are done, we will follow the measurement and reporting requirements in the rules and regulations for the allowable methods for each.</p> <p>We will measure success by tracking our consumer response, electronic response, social media response, website stats, consumer/B2B database leads, media stories and consumer/B2B itineraries.</p>	<p>Every project we do ultimately results in the overall success of our program. While do not know what these projects are in the beginning of the year, we certainly appreciate the ability to use the line item as a funding source. Each will be an allowable project and will follow the measurement and reporting requirements in the rules and regulations.</p>	\$26,000.00	<p>We had two opportunity projects we used Opportunity Marketing funds this year. <i>All of the projects below were successful and we would certainly do again as the outcome of each was exactly as we had anticipated.</i></p> <ol style="list-style-type: none"> 1. Computer equipment - This project was successful and we would certainly do again. 2. Crown of the Continent MapGuide - This project was successful and we would certainly do again. <p>1) We had to upgrade two laptops and one iPad this year. One laptop was for our tourism sales manager and one was for our sales and marketing assistant. The iPad mini is for our tourism sales manager to use at the travel trade show she attends to digitally provide photos and webpage information to those she meets with during her speed networking appointments. These shows do not allow for more than a single double sided one sheet print handout. All additional information must be provided on a thumb drive or be able to show them on a digital tablet of some kind. We had three bids for each computer and bids are attached to the invoice from our IT company including hardware, software and installation. The iPad did not meet the threshold to require three bids but we were able to work with our Verizon business account representative to buy one at a discount rate of 30% under what we could buy one outright from a retail vendor. Both of these computers and the iPad are used for our marketing programs so according to the TAC Rules and Regulations, we are allowed to use marketing funds to purchase them.</p> <p>4) The Crown of the Continent MapGuide, produced by the Crown of the Continent Geotourism Council was updated last year but needed a reprint earlier than anticipated. Glacier Country has supported this project since the beginning when it started off as a special project of the Montana Office of Tourism and Business Development. It is now housed with the CCGC which is part of the Whitefish Convention and Visitor's Bureau. This project continues to be a wildly popular project of the council. We especially like this project for the wide-reaching audience including geotourists who seek authentic experiences to the destination.</p> <p>We plan to continue to retain an opportunity marketing fund in future years as this allows us to maintain a budget that we can access to take advantage of projects that may have not been anticipated when the marketing budget was established. All projects we do within the budget line item must be an eligible marketing method, follow the TAC rules and regulations and meet the overall goals and objectives of our marketing plan.</p>	No	Co/CMaGuideReport.pdf	

							<p>FY 2019 relevant goal/results:</p> <ul style="list-style-type: none"> • Increase overall consumer response by 2% over FY18 - FY19 Actual: 1,793,923/% Change: 2% • Increase electronic response by 2% over FY18 - FY19 Actual: 1,729,504/% Change: 3% • Increase use of responsive website by 2% over FY18 - FY19 Actual: 1,534,097/% Change: 2% • Increase our consumer lead database by 2% over FY18 - FY19 Actual: 1,096,521/% Change: 39% • Increase our trade show database by 4% over FY18 - FY19 Actual: 1,969/% Change: 15% • Media stories to increase by 1% over FY18 - FY19 Actual: \$3,032,789.30/% Change: 103% • Increase consumer and group suggested itineraries by 2 - FY19 Actual: 2 • Revenue indicators for performance <ul style="list-style-type: none"> ◦ Increase lodging tax revenue by 3% - FY19 Actual: \$10,455,675/% Change: 9% ◦ Increase RevPAR by 1.5% (STR) - FY19 Actual: 50.3/% Change: -0.6% 		
Consumer	Joint Ventures	These joint venture methods are determined as the opportunities become available or as projects with our follow regions, CVBs and MOTBD are necessary throughout the year. All efforts done will comply with the rules and regulations.	No specific research is available for this line item at this time.	<p>These funds are to be used for allowable joint venture opportunities we are unaware of when we prepare our marketing plan each year. As these projects are done, we will follow the measurement and reporting requirements in the rules and regulations for the methods implemented.</p> <p>We will measure success by tracking our consumer response, electronic response, social media response, website stats, consumer/B2B database leads, media stories and consumer/B2B itineraries.</p>	<p>Every project we do ultimately results in the overall success of our program. While do not know what these projects are in the beginning of the year, we certainly appreciate the ability to use the line item as a funding source. Each will be an allowable project and will follow the measurement and reporting requirements in the rules and regulations.</p>	\$61,000.00	<p>We had five joint venture projects this year. The joint venture line item must be used on projects that with our fellow destination marketing organizations. We are very pleased with the projects we did this year. Visit our FY 2019 inquiry source reports and our FY 2019 media performance tracking report with details for the following joint ventures: (view actual ads)</p> <ol style="list-style-type: none"> 1. Montana Accommodations Guide Printing (MOTBD) - This project was successful and we would certainly do again. 2. Snowmobiling G2G (Yellowstone Country) - This project was successful and we to build upon it with additional niche markets in FY 2020. 3. Motorcycling G2G (Yellowstone Country) - This project was successful and we to build upon it with additional niche markets in FY 2020. 4. Sojern (MOTBD) - This project was successful and we would certainly do again. 5. LiveIntent (MOTBD) - This project was successful and we would certainly do again. <p>1) Along with other regional organizations, Glacier Country contributed funding to MOTBD to assist with printing costs to publish the Montana Accommodations Guide that is available at VICs and chambers of commerce across the state. With a minimal investment, we are able to serve thousands of visitors who still embrace print publications over digital mobile devices.</p> <p>2 & 3) We partnered with Yellowstone Country Tourism on a new niche marketing program called Glacier to Geysers. This project allowed Yellowstone Country and Glacier Country to pool our funds to market our regions to specific psychographic targets.</p> <p>This year, we promoted our regions to snowmobile and motorcycle enthusiasts. Each campaign included a printed map guide - printing 100K snowmobile and 135K motorcycle. These guides were insertions in SnoWest and Roadrunner magazines and are being used as a fulfillment piece for the nearly 15K inquires received so far.</p> <p>This project is also a website (glacierstogeysers.com) that houses all of this information in digital format. In FY 2019, the site had over 35K unique visitors that was supported with digital, social and email efforts that delivered over 2.5 million impressions, 1.99% CTR at a CPC of \$1.44.</p>	No	Glacier Country FY19 Media Performance Final.pdf

							<p>Direct links are available to view the creative and PDFs of the print collateral for the snowmobile and motorcycle campaigns,</p> <p>3) Sojern Digital Marketing (MOTBD) – 3,556,373 impressions delivered, 4,130 clicks, .12% CTR = \$2.81 CPM</p> <p>4) LiveIntent Digital Marketing (MOTBD) 1,358,836 impressions delivered, 10,806 clicks, .80% CTR = \$3.68 CPM</p> <p>Joint ventures sometimes do not provide for strong performance tracking but do provide for strong brand awareness for not only Montana but for Glacier Country as well. We try to invest in projects we can track but acknowledge this is not always possible. All of these joint ventures projects were successful and we would do again.</p> <p>FY 2019 relevant goal/results:</p> <ul style="list-style-type: none"> • Increase overall consumer response by 2% over FY18 - FY19 Actual: 1,793,923/% Change: 2% • Increase electronic response by 2% over FY18 - FY19 Actual: 1,729,504/% Change: 3% • Increase use of responsive website by 2% over FY18 - FY19 Actual: 1,534,097/% Change: 2% • Increase our consumer lead database by 2% over FY18 - FY19 Actual: 1,096,521/% Change: 39% • Revenue indicators for performance <ul style="list-style-type: none"> ◦ Increase lodging tax revenue by 3% - FY19 Actual: \$10,455,675/% Change: 9% ◦ Increase RevPAR by 1.5% (STR) - FY19 Actual: 50.3/% Change: -0.6% 			
Consumer	Social Media	Yes	<p>Leveraging the power of social media to complement our various marketing strategies is one of our key program areas. The use of social media by destination marketing organizations to build brand support, create genuine conversations and inspire audiences to visit continues to be extremely effective. Our social media drives about 7% of the overall traffic to our website and even with the great number of challenges the channels we use are presenting, we still see steady traffic each year through organic, sponsored and paid social media efforts.</p>	<p>Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19</p> <p>Travelers are willing to receive personalized offers. 57% U.S. travelers, 50% French travelers, 32% German travelers and 44% U.K travelers who agree to "Receiving personalized offers through text, email or social media apps such as Facebook, Instagram or Snapchat." Source: Phocuswright's U.S. Traveler Technology Survey Seventh Edition; Phocuswright's European Traveler Technology Survey 2017 (forthcoming July 2017)</p> <p>"Social demands a new content approach. One of the biggest reasons content marketing has become dominant is the relentless pace of social media publishing. But rather than thinking about social media like other media channels, where the goal is to run a "campaign" with clear start and end dates, think of social more like a never-ending conversation with your audience. That has key implications for how content is created and published." <i>The State of Content Marketing in Travel 2017</i></p> <p>Social media is a great litmus test for how lifestyle brands have come to dominate the cultural conversation. Take for instance a recent survey by Marketing Sherpa investigating why consumers "Liked" various brands in social media. Although reasons like getting promotions or wanting to buy their products were top responses, other more interesting answers emphasized that the chosen brands produced "useful" or "entertaining" content (mentioned by 38% and 31% of respondents) or that the brand "reflects my lifestyle," which was mentioned by another 24% of respondents. <i>The Rise of Lifestyle Branding in Travel, Jeremy Kressman</i></p>	<p>Social media is incredibly easy to measure success and track. We have consistent handles across all of our channels (@GlacierMT) and use hashtags (#GlacierMT) to track engagement overall or by campaign. We also use third party tools such as Klear to monitor and track impressions, engagement and audience – which are all used in our overall assessment for measuring success. FY 2018 ended with 364,706 total followers which resulted in 17,009,887 impressions delivered with 846,645 engagement. These are the baseline metrics we will measure FY 2019 against. A detailed social media report will be provided.</p>	<p>Our social media channels are used to reach new audiences and to support our other programs. The Western Montana's Glacier Country facebook page is a source of inspiration, orientation and fulfillment. It's a community gathering place where prospective visitors can garner up-to-date information about our region, as well as become more familiar with what we offer the visitor.</p> <p>The content we share on our social media channels varies. As a region, we feel it's necessary to provide useful, pertinent and up-to-date information, as well as points of interest. Our social media plays a role in inspiration by including jaw-dropping images: some are icons, while others are off-the-beaten path gems. As our region is diverse and includes various communities, we also utilize our channels to highlight various locations and destinations from throughout the region, ranging from local gems to events. Typically, our facebook posts include a photo or video to supply visually pleasing and engaging content to our users.</p>	\$49,000.00	<p>Glacier Country continues to employ a mixed media strategy between print and online advertising. Social media is a strong aspect of that digital effort.</p> <p>Beginning in the February of 2016, we started to see the impacts of several significant shifts in three primary social channels, facebook, instagram and twitter. Over the course of the last three years we made significant changes to our strategy to determine the content we post. This strategy was incredibly successful as our overall impression delivery was up 54% compared to the previous year seeing a 97% decrease – 26,238,741 impressions; Engagement was up 28% - 1,075,849 engagement; audience was up 4% - 378,304.</p> <p>Our paid social media efforts produced 7,397,762 impressions, 156,807 clicks for a 2.12% CTR.</p> <p>This marketing method was successful as it achieved what we had hoped it would as measured in our overall goals/results below. We plan to continue to maintain a strong social media strategy in our future marketing efforts.</p> <p>To view all reports and collateral for our social efforts, please visit the DropBox folder.</p> <p>FY 2019 relevant goal/results:</p> <ul style="list-style-type: none"> • Increase overall consumer response by 2% over FY18 - FY19 Actual: 1,793,923/% Change: 2% • Increase electronic response by 2% over FY18 - FY19 Actual: 1,729,504/% Change: 3% • Maintain social media reach from FY18 - FY19 Actual: 26,238,741/% Change: 54% • Increase social media audience by 2.5% over FY18 - FY19 Actual: 379,304/% Change: 4% • Increase use of responsive website by 2% over FY18 - FY19 Actual: 1,534,097/% Change: 2% • Increase our consumer lead database by 2% over FY18 - FY19 Actual: 1,096,521/% Change: 39% • Revenue indicators for performance <ul style="list-style-type: none"> ◦ Increase lodging tax revenue by 3% - FY19 Actual: \$10,455,675/% Change: 9% 	No	Glacier Country FY19 Media Performance Final.pdf

			outlined while also setting aside some resources allowing us to be flexible and responsive. Groups refers to meetings and conventions, incentive travel, weddings, reunions, foreign independent travel (FIT), group tours, loyalty programs, etc. See attached job description.	Detailed statistical modeling over 18 years and 14 industries indicates that for every dollar invested in business travel, U.S. companies have experienced a \$9.50 return in terms of revenue. 12.2% of travelers rely on travel agencies and tour operators for inspiration and booking assistance. <i>The State of the American Traveler, Destination Analysts</i>		representatives. Building that relationship with planners and tour operators takes time (domestic is 2-3 years/international is 3-5 years). Our current Tourism Sales Manager has been with us for over four years now and the time she spends assisting operators and planners with their itineraries is growing steadily. Montana Office of Tourism and Business Development and Glacier Country have had consistent attendance and strong relations with these markets for many years. We continue to see additional interest and engagement from other Montana public and private partners and are thrilled to have a growing delegation when many other areas/states are decreasing.		of the needs, preferences and satisfaction of our B2B markets. She attends trade shows throughout the nation that meets Glacier Country's target markets and demographics and follows up on leads from travel shows with written correspondence, emails, phone calls, etc. and assisting the marketing team as necessary. A key element to this position is developing sample itineraries and being a resource to planners and operators as they develop and market their own. The tourism sales manager prepares an annual budget and plan for group business to business (B2B) marketing which includes trade shows, itinerary development and works with travel trade press and our public relations and social media team to effectively market Glacier Country. Especially with the FIT market, we feel the webpage tracking of international visitation to our site shows continued growth in our identified markets. We continued our social media effort to help support B2B marketing. This year, we increased our trade show database by 15% (total leads equals 1,969). We added two B2B itineraries, sent 4 enewsletters (2,709 sends, 625 opens, 23.07% open rate, 69 clicks, 2.55% click thru rate), B2B blog readership increased 62% (total readership equals 145,833), received 14 meeting RFPs, LinkedIn followers increased 27% (total equals 160). We track partner referrals for all of the above using SV reports which can be viewed in DropBox. Visit the DropBox folder for monthly reports and job description. This marketing method was successful as it achieved what we had hoped it would as measured in our overall goals/results below. We plan to continue to use this method in our future marketing efforts. FY 2019 relevant goal/results: <ul style="list-style-type: none"> Maintain social media reach from FY18 - FY19 Actual: 26,238,741/% Change: 54% Increase social media audience by 2.5% over FY18 - FY19 Actual: 379,304/% Change: 4% Increase use of responsive website by 2% over FY18 - FY19 Actual: 1,534,097/% Change: 2% Increase our trade show database by 4% over FY18 - FY19 Actual: 1,969/% Change: 15% Media stories to increase by 1% over FY18 - FY19 Actual: \$3,032,789.30/% Change: 103% Increase consumer and group suggested itineraries by 2 - FY19 Actual: 2 <ul style="list-style-type: none"> Revenue indicators for performance <ul style="list-style-type: none"> Increase lodging tax revenue by 3% - FY19 Actual: \$10,455,675/% Change: 9% Increase RevPAR by 1.5% (STR) - FY19 Actual: \$0.3/% Change: -0.6% 			
Group Marketing	Travel/Trade Shows	Yes	Glacier Country has attended and participated in a number of targeted travel and trade shows over the years: consumer, group tour, international foreign independent travel (FIT), meeting and conventions, incentive travel and loyalty travel. We will continue to attend shows we have found successful and evaluate new shows to see if they fit our target markets. Glacier Country strives to cooperate with CVB's, other tourism regions and private partners as much as possible. Of the group tour, incentive travel, meeting and convention, specialty, FIT side trade shows, we plan to	Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19 ABA estimates that one motor coach staying overnight generates roughly \$12,000 in economic impact to that community in lodging, restaurants, retail and attractions. Most tours stay an average of two to three nights in the Glacier Country region when touring Montana. The Chinese Market: The U.S. Department of Commerce projects travel from China to the United States to increase 274 percent through 2016. The China National Tourism Administration reported that over 80 million Chinese citizens traveled overseas in 2012. The United States has always been the #1 dream destination for the Chinese travelers.	We measure success in this area by monitoring the number of appointments and additional interest we have at our trade shows as well as gauging the overall interest with the operators we work with. While we do not have direct access to the booking data from these markets, it is very exciting when we hear from our properties they have signed new or have renewed service contracts, operators have picked up an itinerary and added it to their product catalog or the operators are working directly with us on custom itineraries. Montana Office of Tourism and Business Development, Glacier Country and our ever	With so many travel options in and out of the United States, a strong delegation of travel experts from a state, region and community at travel trade shows makes a huge difference. It takes a delegation to put the state of Montana in the mind of the tour operators and planners. The more appointments a tour operator has with a specific state or region, the more likely they will get the answers to the questions they have about what that area can offer to their clients. It takes the expertise of (regions/CVB's/TBIDs/hotels/attractions) to showcase what the clients can experience in their communities. The strongest delegations are noticed at travel trade shows and have the most exposure. We are building participation for these markets with more delegates committing to not only attending the shows but partnering on booths and other efforts.	\$51,000.00	The tourism sales manager attends various trade shows throughout the year. At the completion of each show, a trade show report is written with a summary of the show and any takeaways and recommendations for group marketing as a whole or related to the trade show specifically. A trade show contact list is also created that summarizes each meeting that the tourism sales manager has as well as specific information that is helpful to determine businesses and communities in our region that may benefit from the B2B contact and the tour or event they are planning. Easy to import datasets are also created and posted publicly so any all businesses in the region can follow up on these leads. Glacier Country Tourism attended ABA, NTA, GoWest, RMI Roundup, IPW, IMEX, and Small Market Meetings. We also joined International Inbound Travel Association	No	FY19 Trade Show Reports.pdf	

			attend National Tour Association (NTA), American Bus Association (ABA), U.S. Travel Association's IPW and GoWest Summit, Rocky Mountain International (RMI) Mountain Roundup, Smart Meetings West, ConnectNW and IMEX. We plan to work in a PR aspect at several of these shows by doing some publicity visits with not only media attending the show but some media located in the host city. At these shows, travel guides, market specific collateral, FIT itineraries, maps as well as our Glacier Country Travel Guide and/or show specific one-sheets will be distributed digitally or in print if appropriate.		growing group of partners continue to encourage us to continue our efforts and thus we are excited to help broaden our visitor base and extend our visitation to our shoulder seasons. We have detailed lead trade show reports for meetings and conventions and group tours/FIT. Simpleview reports will be provided to show leads by show and what was discussed at each show. We are also able to show what businesses and communities we are promoting to the B2B markets.		(now called RSA of America) to explore what trade show options we may through their organization. Overall, we increased our database by 15% with 1,969 B2B contacts at the end of FY 2019. For detailed reports for all show reports and contact lists, please visit our DropBox folder. Trade shows only allow for one handout so we also create what we call "one sheets" that are customized for each segment. We have increased tracking for the trade shows we attend by better utilizing Simpleview for reporting. We are tracking community referral to meeting planners, community referral to tour operator, partner referrals to meeting planners and partner referrals to tour operators along with our trade show contact reports that note who our TSM talked with and about what. These are done for each show and reports are included in the show folders. This marketing method was successful as it achieved what we had hoped it would as measured in our overall goals/results below. We plan to continue to use this method in our future marketing efforts. FY 2019 relevant goal/results: <ul style="list-style-type: none"> Increase our trade show database by 4% over FY18 - FY19 Actual: 1,969/% Change: 15% Increase consumer and group suggested itineraries by 2 - FY19 Actual: 2 Revenue indicators for performance <ul style="list-style-type: none"> Increase lodging tax revenue by 3% - FY19 Actual: \$10,455,875/% Change: 0% Increase RevPAR by 1.5% (STR) - FY19 Actual: 50.3/% Change: -0.6% 			
Group Marketing	Fam Trips	Yes	<p>Glacier Country plans to participate in hosting/co-hosting familiarization tours for one or more of our identified group markets and trade media. For many years, we have been developing a collaborative and broad-based approach to group travel; group tours, foreign independent travel (FIT), incentive travel, sports, meeting and conventions and bank loyalty.</p> <p>Each year, in an effort to provide trade media and visiting operators/planners with a firsthand experience of Western Montana, Glacier Country assists and/or hosts various professionals along the way. Glacier Country will continue this effort by using a portion of our budget to coordinate and/host trade professional(s) in regards to their upcoming visit to our region. Oftentimes, we assist them with developing an itinerary and arranging their visit. This program follows the same requirements we use for regular press or group familiarization trips tracking names, affiliated business or publication and any received media or planned itineraries developed and/or booked if provided by business.</p> <p>In May 2015, Glacier Country developed a meeting and convention FAM trip including Missoula, Kalispell and Whitefish and meetings properties and communities in between. The CVB's, TBIDs and private sector partners were outstanding partners in this effort. This FAM was so successful, we are now hosting one every year with up to five different vetted planners each year.</p>	<p>Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19</p> <p>According to Adventure Travel and Trade Association, food tourism represents vast opportunity; over one third of global tourism expenditure is on food and beverage products, and tourists are increasingly identifying local food and food experiences as their primary and secondary motivations for choosing specific destinations. ATIA's recent research shows that many adventure operators are already innovating in this industry with their product. Key Findings from this study include:</p> <p>71 percent of adventure itineraries have an experiential food focus of some kind.</p> <p>For operators offering "high food focus" itineraries, the average reported price per day for such trips was \$472 USO</p>	<p>We will measure success by tracking the number of FAM trips we do and for what purpose. Meeting and convention request for proposals (RFPs) are tracked by FAM.</p>	<p>The assistance of an in-region partner group - formed to develop a strategy to meet the needs of all while balancing the mission and resources of our organization and others - has been of great assistance in FAM trip coordination and facilitation. These tours for group and FIT travel are part of the joint strategy and rationale we all share. Pooling our expertise, time and resources has done nothing but developed a stronger coalition of partners dedicated to this market segment and reaping the diverse and long-term benefits of it.</p>	\$6,700.00	<p>We feel we continue to meet our objectives for this marketing segment by not only partnering with other DMOs in region, in state, regionally and nationally, but also by working directly with B2B operators, planners and trade press to market the businesses, attractions and communities across the region as a destination.</p> <p>Visit our DropBox folder to view some of the FAM itineraries (6 in FY 2019) and the two new B2B sample itineraries we create as inspiration (per our goals). We received and distributed 14 meeting RFPs.</p> <p>Via our partnership with Rocky Mountain International, we (MT) have reached 23,992,447 circulation with and earned ad value of \$330,597 million for trade media specifically in the Glacier Country region. See included report. These reports are specific to the Glacier Country region.</p> <p>FAM and trade media efforts bring national and international media exposure and inspire planners and operators to book business in our region. We occasionally are notified of these bookings but for the most part their remains strong hesitation by hospitality properties to share this information - we respect that and understand how they feel but also know we and our DMO partners play a vital part role in bringing this business to our area.</p> <p>This marketing method was successful as it achieved what we had hoped it would as measured in our overall goals/results below. We plan to continue to use this method in our future marketing efforts.</p> <p>FY 2019 relevant goal/results: <ul style="list-style-type: none"> Maintain social media reach from FY18 - FY19 Actual: 26,238,741/% Change: 54% Increase social media audience by 2.5% over FY18 - FY19 Actual: 379,304/% Change: 4% Increase use of responsive website by 2% over FY18 - FY19 Actual: 1,534,097/% Change: 2% Increase our trade show database by 4% over FY18 - FY19 Actual: 1,969/% Change: 15% </p>	Yes	FAM Itineraries FY19.pdf

							<ul style="list-style-type: none"> Media stories to increase by 1% over FY18 - FY19 Actual: \$3,032,789.30/% Change: 103% Increase consumer and group suggested itineraries by 2 - FY19 Actual: 2 Revenue indicators for performance <ul style="list-style-type: none"> Increase lodging tax revenue by 3% - FY19 Actual: \$10,455,675/% Change: 9% Increase RevPAR by 1.5% (STR) - FY19 Actual: 90.3%/ Change: -0.6% 			
Group Marketing	Multi-Media Marketing	Yes	<p>We have for several years implemented a business to business (B2B) strategy. Most of these efforts consists of social media but we are committed to a mixed media approach using various forms of promotion in conjunction with other tourism partners. We plan to continue to build upon these successful efforts to find an effective and efficient plan to promote our group opportunities.</p>	<p>Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19</p> <p>"Like all media, travel media is constantly reinventing itself to adapt to new technologies and changing consumer behaviors. We talk to leaders in the field and look at external threats and opportunities as represented by Facebook, mobile and advertising." <i>Todd Wasserman, Skift</i></p> <p>"More Than 90 Percent of U.S. Households Have Three or More Devices Pinging the Internet," <i>Recode</i>, November 2014</p> <p>There is a renewed focus on brands that consumers think understand their values and customize their messages specifically for them. This extends not only to the products that travelers choose to buy, but increasingly to the ads and content they are served by brands as well. "Consumers of all ages want brands to feel personalized and meaningful to them," said Y&R BAV president Michael Sussman, speaking in a 2015 interview with <i>Adweek</i>.</p>	<p>We will measure success by tracking impressions, clicks, click-thru rate, likes, follows, reach, shares and overall engagement to determine the effectiveness of the specific media. In some cases, it may be tracking total leads generated.</p> <p>Online promotion is one of the most trackable mediums available today. We are able to gather valuable statistics on how each ad performed.</p>	<p>We feel it is a good idea to support our current efforts with a mixed media promotion plan. We are about to re-launch our microsites using the same website infrastructure as our new website. We anticipate working with RMI and BrandUSA on paid media programs and compliment with our digital content efforts - social media and blog.</p>	\$31,900.00	<p>We feel we continue to meet our objectives for this marketing segment both individually with paid media placement but also through joint ventures with partner DMOs in region, in state, regionally and nationally.</p> <p>The Smart Meetings partnership - which included survey, leads and digital + print ads and social media exposure. We received 143,685 impressions, 652 clicks for a CTR of .69% at a CPM of \$14.33.</p> <p>We also placed ads in the RMI Real America Travel Guide and map, Go West Summit program and Brand USA Inspiration Guide to a circulation of 775,550 for \$12,855 at a CPM of \$5.87. These placements are difficult to track thus we consider them valuable awareness placements that support our sales efforts.</p> <p>This marketing method was successful as it achieved what we had hoped it would as measured in our overall goals/results below. We plan to continue to use this method in our future marketing efforts.</p> <p>This marketing method was successful as it achieved what we had hoped it would as measured in our overall goals/results below. We plan to continue to use this method in our future marketing efforts.</p> <p>FY 2019 relevant goal/results:</p> <ul style="list-style-type: none"> Increase overall consumer response by 2% over FY18 - FY19 Actual: 1,793,923/% Change: 2% Increase electronic response by 2% over FY18 - FY19 Actual: 1,729,504/% Change: 3% Maintain social media reach from FY18 - FY19 Actual: 26,238,741/% Change: 54% Increase social media audience by 2.5% over FY18 - FY19 Actual: 379,304/% Change: 4% Increase use of responsive website by 2% over FY18 - FY19 Actual: 1,534,097/% Change: 2% Increase our consumer lead database by 2% over FY18 - FY19 Actual: 1,096,521/% Change: 39% Increase our trade show database by 4% over FY18 - FY19 Actual: 1,969/% Change: 15% Media stories to increase by 1% over FY18 - FY19 Actual: \$3,032,789.30/% Change: 103% Increase consumer and group suggested itineraries by 2 - FY19 Actual: 2 Revenue indicators for performance <ul style="list-style-type: none"> Increase lodging tax revenue by 3% - FY19 Actual: \$10,455,675/% Change: 9% Increase RevPAR by 1.5% (STR) - FY19 Actual: 90.3%/ Change: -0.6% 	No	
Group Marketing	Partner Support	Yes	<p>Rocky Mountain International (now Great America West) specializes in international tourism marketing and business development for the Rocky Mountain region.</p> <p>The company was founded in 1990 specifically to meet the needs of Rocky Mountain state tourism departments for international tourism marketing in top inbound visitation markets; primarily the United Kingdom (England, Scotland, Wales, Ireland), Germany (Germany, Switzerland, Austria), Benelux (Belgium, Luxembourg, and</p>	<p>Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19</p>	<p>We will measure success through the reporting that RMI will provide us as part of our tier 1 partnership. These reports include copies of the Quarterly Reports; Monthly Media Reports; Annual Reports; Social Media Reports and Leads Reports from sales missions. In addition, we will receive a customized TRIP Report at the end of the fiscal year contract which provides a product audit for the Glacier Country region. We will also receive a year-end media report which is a comprehensive annual</p>	<p>RMI (GAW) is built on the idea that states with related tourism products can greatly benefit from cooperatively marketing internationally. It's more time-efficient and cost-effective to band together and cross-promote tourism products, especially when targeting international visitors who want the western experience and visit multiple states over multi-week itineraries.</p>	\$6,400.00	<p>This is our second year as a full partner with Rocky Mountain International (RMI) - this partnership investment allows us to be work directly with RMI and collaborate fully on cooperative programs that market Montana as an international travel destination in markets with in-country/in-language sales representatives.</p> <p>Our \$6,400 partnership allowed us regional content on 11 international translated websites with a GCT landing page, editorial in their quarterly publication, increased reporting (earned media and year end analysis and increased exposure to RMI sponsored events at their trade shows.</p> <p>Via our partnership with Rocky Mountain International, we (MT) have</p>	No	

			<p>Netherlands), Australia (Australia and New Zealand), France, Italy and Nordic (Denmark, Sweden, Norway, Finland & Iceland).</p> <p>The four states of Montana, North Dakota, South Dakota and Wyoming are united in a regional consortium through RMI branded as the Real America. Glacier Country Tourism is the only Montana DMO outside of the Montana Office of Tourism and Business Development that is a full marketing partner. The program is a comprehensive cooperative marketing plan including full-service international marketing and public relations services. The international marketing program is designed to promote and develop individual and group travel, pre-packaged tours, convention and incentive tours, and for promotion and publicity across seven (7) international markets.</p>	<p>review of Montana's earned media that highlights any specific articles in which a community within Glacier Country is mentioned.</p>			<p>reached 23,992,447 circulation with and earned ad value of \$330,597 million for trade media specifically in the Glacier Country region. <i>See included report.</i> These reports are specific to the Glacier Country region.</p> <p>The landing page we have on their in-language webpages resulted in 290 pageviews, averaged 1 minute 24 seconds time on page. Languages include: Australia, Benelux, France, Germany, Italy, New Zealand, Nordic, United Kingdom.</p> <p>Part of our partnership also tracks the number of rooms booked and the total visitor spend on TRIP Reports. We have the data from Kalispell, Missoula and Whitefish. Total number of overnights offered were 639, combined market share of Montana was 3.48%, room nights booked 9,636, total estimated visitor spend \$3,062,481.</p> <p>Without programs like RMI and Brand USA, Glacier Country would not be able to afford to promote our region in these countries.</p> <p>This marketing method was successful as it achieved what we had hoped it would as measured in our overall goals/results below. We plan to continue to use this method in our future marketing efforts.</p> <p>FY 2019 relevant goal/results:</p> <ul style="list-style-type: none"> • Increase overall consumer response by 2% over FY18 - FY19 Actual: 1,793,923/% Change: 2% • Increase electronic response by 2% over FY18 - FY19 Actual: 1,729,504/% Change: 3% • Maintain social media reach from FY18 - FY19 Actual: 26,238,741/% Change: 54% • Increase social media audience by 2.5% over FY18 - FY19 Actual: 379,304/% Change: 4% • Increase use of responsive website by 2% over FY18 - FY19 Actual: 1,534,097/% Change: 2% • Increase our consumer lead database by 2% over FY18 - FY19 Actual: 1,096,521/% Change: 39% • Increase our trade show database by 4% over FY18 - FY19 Actual: 1,969/% Change: 15% • Media stories to increase by 1% over FY18 - FY19 Actual: \$3,032,789.30/% Change: 103% • Funded visitor information centers (VICs) - FY19 Actual: 9/% Change: -1 • Increase consumer and group suggested itineraries by 2 - FY19 Actual: 2 • Revenue indicators for performance <ul style="list-style-type: none"> ◦ Increase lodging tax revenue by 3% - FY19 Actual: \$10,455,676/% Change: 9% ◦ Increase RevPAR by 1.5% (STR) - FY19 Actual: 50.3% Change: -0.6% 		
Marketing Support	Partner Support	Yes	<p>This budget provides for an online DMO system called Simpleview. Simpleview is a customer relationship management (CRM) system specifically designed for destination marketing organizations (DMO) combining relationship management tracking, contact records, reporting, communications, financial tracking, etc. with group tour, meetings and convention and FIT sales, public relations, marketing, reporting, forecasting and more. This industry-specific and DMO tested CRM is created for the businesses we serve - not just those planning a vacation, and not just our partners, tour operators and meeting planners, but our governing body, film crews, media - basically all parties related to the activity.</p>	<p>Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19</p> <p>Built specifically for DMOs, Simpleview has been adopted as a highly productive tool. https://www.simpleviewinc.com/our-world/customers/</p> <p>We will measure success in our ability to be more effective, efficient with partner data and marketing efforts. We will provide various reports to show how we continue to use the tool to support our overall marketing efforts.</p> <p>Simpleview allows us to track cooperative efforts that include financial and in-kind contributions by business and/or partner, track group leads, FAM trips, media events, media contacts, earned media, events, etc. We can run these reports by partner, community, pitch, earned media, referral, etc.</p>	<p>A constant struggle we have is keeping the information we need to strategize, implement, manage and report our overall efforts current. Over the past ten years, our organization has become increasingly diversified and complex which has led to multiple sources of data we have tried to maintain.</p>	\$21,000.00	<p>Glacier Country utilizes the online DMO system called Simpleview. Simpleview is a customer relationship management (CRM) system specifically designed for destination marketing organizations (DMO) combining relationship management tracking, contact records, reporting, communications, financial tracking, etc. with group tour, meetings and convention and FIT sales, public relations, marketing, reporting, forecasting and more. This industry-specific and DMO tested CRM is created for the businesses we serve - not just those planning a vacation, and not just our partners, tour operators and meeting planners, but our governing body, film crews, media - basically all parties related to the activity.</p> <p>Combining meeting sales, industry partner management, consumer marketing, forecasting, business analysis, reporting and more, Simpleview CRM is the most widely used tool in destination marketing and we are excited to integrate this into our overall program.</p>	Yes	FY19 SV Reports.pdf

			<p>Combining meeting sales, industry partner management, consumer marketing, forecasting, business analysis, reporting and more. Simpleview CRM is the most widely used tool in destination marketing and we are excited to integrate this into our overall program.</p> <p>Submittable online application system.</p>				<p>We continue to see the incredible value of the system for all of our marketing programs. We expand our use of this program every day and are very excited. It has become a critical part of our day to day operations.</p> <p>We have created a DROPBOX folder that includes some sample reports to show the power of this tool for our organization overall specifically for tracking and reporting.</p> <p>This marketing method was successful as it achieved what we had hoped it would as measured in our overall goals/results below. We plan to continue to use this method in our future marketing efforts.</p> <p>FY 2019 relevant goal/results:</p> <ul style="list-style-type: none"> • Increase overall consumer response by 2% over FY18 - FY19 Actual: 1,793,923/% Change: 2% • Increase electronic response by 2% over FY18 - FY19 Actual: 1,729,504/% Change: 3% • Maintain social media reach from FY18 - FY19 Actual: 26,238,741/% Change: 54% • Increase social media audience by 2.5% over FY18 - FY19 Actual: 379,304/% Change: 4% • Increase use of responsive website by 2% over FY18 - FY19 Actual: 1,534,097/% Change: 2% • Increase our consumer lead database by 2% over FY18 - FY19 Actual: 1,096,521/% Change: 39% • Increase our trade show database by 4% over FY18 - FY19 Actual: 1,969/% Change: 15% • Media stories to increase by 1% over FY18 - FY19 Actual: \$3,032,789.30/% Change: 103% • Funded visitor information centers (VICs) - FY19 Actual: 9/% Change: -1 • Increase consumer and group suggested itineraries by 2 - FY19 Actual: 2 • Revenue indicators for performance <ul style="list-style-type: none"> ◦ Increase lodging tax revenue by 3% - FY19 Actual: \$10,455,675/% Change: 9% ◦ Increase RevPAR by 1.5% (STR) - FY19 Actual: 50.3/% Change: -0.6% 			
Marketing Support	Administration	No	<p>Glacier Country allocates the entire 20% allowed by statute. We use this to pay all wages, benefits and taxes for three positions: Executive Director, Office Manager, and a temporary part time employee who assists with projects as needed. We also use this to pay benefits and taxes for our three marketing positions: Public Relations and Earned Media Manager, Tourism Sales Manager and Marketing Assistant and Social Media Coordinator. See <i>Marketing Support – Marketing Personnel line item</i>.</p> <p>Administrative funds are also used to pay for all office overhead such as rent, telephone, office equipment and supplies. All travel expenses not directly related to a marketing project are also paid for from this budget. Organizational expenses such as insurance and accounting are included.</p>	<p>Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19</p>	<p>We measure success of our administrative funds in a simple way. These funds cover the costs of operation for our office, administrative staff, board of directors and nonmarketing related expenses. If we are able to keep the administrative operations of the organization healthy, effective and efficient, we are successful. All of the office overhead, reporting, accounting, financials, insurance, oversight and management of all programs are paid out of this line item.</p> <p>We will measure success by tracking our consumer response, electronic response, social media response, website stats, consumer/B2B database leads, media stories and consumer/B2B itineraries.</p>	<p>Per the TAC Rules and Regulations, we are allowed up to, but not exceeding, 20% of the organization's new annual revenue to cover administrative expenses, which are identified in detail in the actual document. The intent of the administrative budget is to cover costs incurred in the implementation of approved marketing methods/funded by the lodging facility use tax.</p>	\$354,000.00	<p>The administrative budget is critical to the operations and management of Glacier Country Tourism and all the overhead costs it takes to do what we do. There are three positions supported from this budget along with rent, utilities, insurance, travel, office supplies, telecommunications, IT, internet, etc. In FY 2019, our total revenue was \$1,814,950 with \$352,376 allowable for admin. Total spent was 19.4% (maximum allowed is 20%).</p> <p>This marketing method was successful as it achieved what we had hoped it would as measured in our overall goals/results below. This line item is critical to our ability to operate an organization and cannot operate without and therefore will certainly continue to use it in future years.</p> <p>FY 2019 relevant goal/results:</p> <ul style="list-style-type: none"> • Increase overall consumer response by 2% over FY18 - FY19 Actual: 1,793,923/% Change: 2% • Increase electronic response by 2% over FY18 - FY19 Actual: 1,729,504/% Change: 3% • Maintain social media reach from FY18 - FY19 Actual: 26,238,741/% Change: 54% • Increase social media audience by 2.5% over FY18 - FY19 Actual: 379,304/% Change: 4% • Increase use of responsive website by 2% over FY18 - FY19 Actual: 1,534,097/% Change: 2% • Increase our consumer lead database by 2% over FY18 - FY19 Actual: 1,096,521/% Change: 39% • Increase our trade show database by 4% over FY18 - FY19 Actual: 	Yes	

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Marketing Support	TAC/Governor's Conference meetings	No	Some destination marketing organizations (DMOs) are required by administrative law of the rules and regulations. This line item allows each organization to have a dedicated pool of funding to cover the travel related expenses of these meetings.	Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19	We will measure our success in our ability to attend the required meetings outlined by the Tourism Advisory Council and the Montana Office of Tourism and Business Development. These include 3 or 4 TAC meetings and the Governor's Conference on Tourism and Recreation.	Destination marketing organizations (DMOs) funded by the lodging tax are required to attend all TAC meetings and the Governor's Conference of Tourism and Recreation. This requirement is stated in the TAC rules and regulations which are part of the administrative rules of Montana.	\$2,000.00	<p>The regions and CVBs (DMOs) are required to attend numerous meetings throughout the year and this budget allows us to lessen the burden of travel costs from our administrative budget. It is very helpful and of great assistance to all of us. Glacier Country Tourism's executive director was able to attend all but one of the required meetings this year. We find this line item very successful in our efforts and will continue to use it in the future.</p> <p>FY 2019 relevant goal/results:</p> <ul style="list-style-type: none"> Increase overall consumer response by 2% over FY18 - FY19 Actual: 1,793,923/% Change: 2% Increase electronic response by 2% over FY18 - FY19 Actual: 1,729,504/% Change: 3% Maintain social media reach from FY18 - FY19 Actual: 26,238,741/% Change: 54% Increase social media audience by 2.5% over FY18 - FY19 Actual: 379,304/% Change: 4% Increase use of responsive website by 2% over FY18 - FY19 Actual: 1,534,097/% Change: 2% Increase our consumer lead database by 2% over FY18 - FY19 Actual: 1,096,521/% Change: 39% Increase our trade show database by 4% over FY18 - FY19 Actual: 1,969/% Change: 15% Media stories to increase by 1% over FY18 - FY19 Actual: \$3,032,789.30/% Change: 103% Funded visitor information centers (VICs) - FY19 Actual: 9/% Change: -1 Increase consumer and group suggested itineraries by 2 - FY19 Actual: 2 Revenue indicators for performance <ul style="list-style-type: none"> Increase lodging tax revenue by 3% - FY19 Actual: \$10,455,675/% Change: 9% Increase RevPAR by 1.5% (STR) - FY19 Actual: 50.3/% Change: -0.6% 	Yes	
Marketing Support	Professional Development	No	Professional development is extremely important for several reasons. First and foremost, it adds to an individual's personal fulfillment, sense of value to the organization, job satisfaction and keeps employee turnover to a minimum. Secondly, but certainly an equally important factor, ongoing professional development keeps individuals and organizations abreast of cutting edge trends to keep us competitive and to increase the effectiveness of our efforts. When we can, we try to make sure all employees participate in at least one training pertinent to the industry and/or position. Glacier Country has four marketing professionals who would utilize this budget for professional development. Last year, two staff members attended U.S. Travel Associations Educational Seminars for Tourism Organizations (ESTO) and two attended the Simpleview Summit. This year each	Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19	We will measure success in the number of trainings we are able to send staff to along with a brief description of the training. Success on our marketing efforts, positive work environment, low employee turn-over and sense of industry pride translates to successful professional development.	Not for profit tourism promotion organizations are not where someone works for personal financial reward, but it is for professionals who desire an interesting industry and are keener on experience, cultural exchanges, diversity and learning. If a small investment in professional training can add to a person's job satisfaction then it is well worth the cost.	\$15,000.00	<p>In this budget year our professional development budget provided attendance for Debbie Picard and Lucy Bieglie to attend The U.S. Travel Association's Educational Seminar for Tourism Organizations (ESTO) which is the only national forum where destination marketing professionals at the state, regional and local level get critical tools, tips and information to help them better market and grow their destinations.</p> <p>Destination professionals attend ESTO to:</p> <ul style="list-style-type: none"> Share and gain cutting-edge best practices Learn about new tools and techniques Network with colleagues Hear the latest trends Develop leadership skills Identify solutions to common issues <p>We also sent Aerionna Strutvold and Kristi McNeal to Simpleview Summit. The summit is an overall DMO marketing seminar combined with learning and training to use Simpleview which is:</p> <ul style="list-style-type: none"> Online CRM <ul style="list-style-type: none"> Customer Relationship Management only scratches the surface of our web-based destination management system. Combining meeting sales, industry partner management, consumer marketing, 	Yes	

			employee will research training that they feel meets their educational needs.					<p>forecasting, business analysis, reporting, and more. Simpleview CRM is the most widely used tool in destination marketing.</p> <ul style="list-style-type: none"> Glacier Country was fully transitioned to Simpleview in the previous year and have now been diving deep into how we are better able to utilize it. will be transitioned to Simpleview in the FY 2017 year thus merging five different database tools into one. Aerionna and Kristi returned with a tremendous amount of information and will be attending this training yearly to stay abreast of how to maximize the use of the system and learn about updates/upgrades that will allow Glacier Country Tourism to be more effective and efficient moving forward. <p>These events are fabulous in that they are educational, inspiring and those who attend come back with renewed energy, enthusiasm and new ideas. We are often able to take ideas we gleaned from the conference and integrate it somehow into our programs.</p> <p>We would recommend ESTO as an on-going event for all DMOs and we will continue to keep it on our list of professional development events to consider each year.</p> <p>This marketing method was successful as it achieved what we had hoped it would as measured in our overall goals/results below. We plan to continue to use this method in our future marketing efforts.</p> <p>FY 2019 relevant goal/results:</p> <ul style="list-style-type: none"> Increase overall consumer response by 2% over FY18 - FY19 Actual: 1,793,923/% Change: 2% Increase electronic response by 2% over FY18 - FY19 Actual: 1,729,504/% Change: 3% Maintain social media reach from FY18 - FY19 Actual: 26,238,741/% Change: 54% Increase social media audience by 2.5% over FY18 - FY19 Actual: 379,304/% Change: 4% Increase use of responsive website by 2% over FY18 - FY19 Actual: 1,534,097/% Change: 2% Increase our consumer lead database by 2% over FY18 - FY19 Actual: 1,096,521/% Change: 39% Increase our trade show database by 4% over FY18 - FY19 Actual: 1,969/% Change: 15% Media stories to increase by 1% over FY18 - FY19 Actual: \$3,032,789.30/% Change: 103% Funded visitor information centers (VICs) - FY19 Actual: 9/% Change: -1 Increase consumer and group suggested itineraries by 2 - FY19 Actual: 2 Revenue indicators for performance <ul style="list-style-type: none"> Increase lodging tax revenue by 3% - FY19 Actual: \$10,455,675/% Change: 9% Increase Re:P&T by 1.5% (STR) - FY19 Actual: 50.3/% Change: -0.6% 		
Marketing Support	DMO Program Participation	No	<p>Glacier Country Tourism is a member of Destinations International (DI) which is the world's largest association of destination organizations with approximately 600 member organizations including almost 6,000 destination professionals from around the globe.</p> <p>Our membership with DI allows us access to a wide network of people, ideas, products and services and provides the resources needed to fuel success and effectively grow our destination organization and our team.</p> <p>With ongoing educational opportunities offered throughout the year, Destinations International is committed to professional development and lifelong learning for its members.</p>	Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19	We will measure success of this method with monitoring the level by which we use the benefits afforded us through membership.	Membership in DI better prepares senior executives and managers for increasing change and competition and to become more effective organizational and community leaders. They also provide valuable governance resources for board of directors. The program focuses on vision, leadership, productivity and strengthening business expertise. Since beginning this training, Glacier Country Tourism has implemented much of what has been learned to date and we feel our organization is in a much better position to help elevate the industry and its standards in the state of Montana.	\$3,000.00	<p>In FY 2019, we continued our efforts outlined in the DestinationNEXT assessment from the previous year. We regularly referenced the research, participated in webinars and kept abreast of the briefing reports published. We participated in several data collection efforts to understand current destination organization funding, spending, trends, and performances of fellow destination organizations. By participating in these studies, we were allowed access to resulting research – Organization & Financial Profile and Compensation & Benefits.</p> <p>We were not able to attend a formal training this due this budget year but our CEO has registered for both Advocacy and Partnership/Innovative Funding in November 2019 and is actively working toward the CDME graduation by completing the 4 required papers and a final reference paper.</p> <p>This marketing method was successful as it achieved what we had hoped it would. The information it provides our</p>	Yes	

Whether are person is new to the travel industry or a veteran with years of experience, there is an opportunity tailored to that person's specific needs. Glacier Country Tourism has been a member of DI for many years utilizing the benefits of membership.

As a member, Glacier Country Tourism, we have access to training for employees at all levels of experience in destination marketing and management.

- New to the Industry
 - Fundamentals of Destination Marketing and Management course
 - Professional in Destination Management (PDM) program
 - 30 Under 30
 - Apprenticeship Program
- Experienced
 - Fellow Certified Destination Management Executive (FCDME) program
 - Certified Destination Management Executive (CDME) program
 - Annual Convention
 - Discipline Focused Summits:
 - CHD Summit
 - Finance, Operations and Technology Summit
 - Visitor Services Summit
 - Membership Summit
 - Convention Sales & Services Summit
 - Advocacy Summit
- Executive
 - Committee/Task Force Participation
 - Association Board Leadership
 - CEO Summit

Membership also helps us advocate for the industry - serving as the voice for the entire destination marketing and management industry, advocates for the role of the destination organization and partners with other industry trade associations to communicate the message to our members' customers.

Online Industry Resources and Toolkits:

- Investment in issue tracking and listening tools to allow proactive monitoring to tackle governance and challenges on a local level
- Committees and Task Forces providing continuous feedback on future needs for membership

organization is incredibly valuable. We plan to continue to use this method in our future marketing efforts.

FY 2019 relevant goal/results:

- Increase overall consumer response by 2% over FY18 - FY19 Actual: 1,793,923/% Change: 2%
- Increase electronic response by 2% over FY18 - FY19 Actual: 1,729,504/% Change: 3%
- Maintain social media reach from FY18 - FY19 Actual: 26,238,741/% Change: 54%
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 - Increase RevPAR by 1.5% (STR) - FY19 Actual: 50.3/% Change: -0.6%

			This method allows us membership in the organization as well as access to the education and accreditation programs they offer. Glacier Country has been working toward becoming certified as a Destination Marketing Organization (DMO). The first step of that is for our executive director to become certified as a destination marketing (management) executive. Once that is achieved, Glacier Country wants to pursue organization accreditation.								
Marketing Support	VIC Funding/Staffing/Signage	Yes	Glacier Country started its Visitor Information Center (VIC) Staffing and Distribution Assistance Program in FY 1994. The program was designed to aid smaller chambers or organizations that are not directly funded by the Montana Accommodations Tax and are in need of financial support in order to staff their visitor center properly and/or find it impossible to fulfill the increase in inquiries received for information on their area. The program runs from Memorial Day to Labor Day. Our FY 2019 funding program will provide staffing assistance up to \$4,000/VIC for staffing for qualifying organizations.	Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19	66.4% of travelers rely on the opinions of in-person and/or through direct contact (email, text, etc.) for travel inspiration. <i>The State of the American Traveler, Destination Analysts</i>	We will measure success by the number of VICs we were able to fund along with closely monitoring the stats provided by the VICs at the end of the year. Each funded VIC evaluates the year and compares with the two previous years in their completion report due in our office in October. Our VIC committee evaluates the reports and applications.	We feel this program is very much an outreach program to support our rural tourism community partners, we continue to see enthusiastic appreciation for and a near capacity use of the funds. The numbers of overall visitors using these personal assistance services are increasing which does nothing but strengthen our intent to continue this program year to year.	\$45,000.00	<p>We were able to fund nine visitor information centers (VICs) in Glacier Country in 2019. Those VICs provided personal travel counseling to 13,589 people. The top five states/countries people were visiting from were: Montana, Washington, Canada, California and Colorado. Click here for a complete report. We find great value in customer service/experience training and plan to continue this program in the future.</p> <p>This marketing method was successful as it achieved what we had hoped it would as measured in our overall goals/results below. We find great value in customer service/experience training and plan to continue this program in the future.</p> <p>FY 2019 relevant goal/results:</p> <ul style="list-style-type: none"> Increase overall consumer response by 2% over FY18 - FY19 Actual: 1,793,923/% Change: 2% Increase electronic response by 2% over FY18 - FY19 Actual: 1,729,504/% Change: 3% Maintain social media reach from FY18 - FY19 Actual: 26,238,741/% Change: 54% Increase social media audience by 2.5% over FY18 - FY19 Actual: 379,304/% Change: 4% Increase use of responsive website by 2% over FY18 - FY19 Actual: 1,534,097/% Change: 2% Increase our consumer lead database by 2% over FY18 - FY19 Actual: 1,096,521/% Change: 39% Increase our trade show database by 4% over FY18 - FY19 Actual: 1,969/% Change: 15% Media stories to increase by 1% over FY18 - FY19 Actual: \$3,032,789.30/% Change: 103% Funded visitor information centers (VICs) - FY19 Actual: 9/% Change: -1 Increase consumer and group suggested itineraries by 2 - FY19 Actual: 2 Revenue indicators for performance <ul style="list-style-type: none"> Increase lodging tax revenue by 3% - FY19 Actual: \$10,455,676/% Change: 9% Increase RevPAR by 1.5% (STR) - FY19 Actual: 50.3/% Change: -0.6% 	No	End of Year VIC Grant Completion Report FY 2019.pdf
Marketing Support	Marketing Support/Customer Service Training	Yes	Glacier Country believes strongly in customer experience training. Friendly hospitality is vital to providing a good overall customer experience and training is not only helpful, but critical. With the focus of the MTOTBD Superhost training changing from adult workforce to high school workforce, we have decided to work with Flathead Valley Community College to develop a program that can be held in communities and open to all ages. We value and support the new direction of Superhost but feel there is a strong demand for broad-based community training.	Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19		Our overall plan to measure success is the continual growth and success of this program and the number of communities who host it and people who participate. Our contract agency (Flathead Valley Community College) tracks these training sessions with a sign in sheet and a program assessment survey.	Customer service training provides valuable tools and skills helping provide positive experiences. In FY 2018, we are funding 11 VICs and hope to provide training in six communities. In FY 2019, we plan to increase the number of trainings to over eight scheduled in our region.	\$10,000.00	Glacier Country Tourism continues to find great value in providing customer service/experience training to businesses and communities who want it. MOTBD discontinued the Superhost program several years ago. Glacier Country Tourism strongly feels we needed to continue to focus on existing workforce employees, so we contracted with the Flathead Valley Community College to provide 21st Century Training. We were able to provide nine trainings throughout the region, all of which were free of charge. All funded visitor information centers (VICs) had their travel counselors attend these trainings as required by our VIC grant program. We had funding available for one more and were approached by the EMS training program in Great Falls to inquire if their trainees could go through the	No	FY19 CST Program Report.pdf

							<p>program, so our trainer did a webinar training for them. A great example of how the information and skills obtained can be useful in all areas where we work with others – especially in a crisis situation.</p> <p>New this year was supporting this program with paid social media advertising so we could increase awareness of this valuable education opportunity to a much broader audience across Western Montana.</p> <p>At the end of each year, the primary parties meet to discuss the successes and challenges taking into consideration the evaluations from all the attendees. We must try to ensure the training remains relevant and translates to all who attend – young and old.</p> <p>We are thrilled to see this program continue to grow and provide quality training to people who act as hospitality ambassadors to our state. Session attendance this year was 101 people in 9 sessions.</p> <p>This marketing method was successful as it achieved what we had hoped it would as measured in our overall goals/results below. We find great value in customer service/experience training and plan to continue this program in the future.</p> <p>FY 2019 relevant goal/results:</p> <ul style="list-style-type: none"> • Increase overall consumer response by 2% over FY18 - FY19 Actual: 1,793,923/% Change: 2% • Increase electronic response by 2% over FY18 - FY19 Actual: 1,729,504/% Change: 3% • Maintain social media reach from FY18 - FY19 Actual: 26,238,741/% Change: 54% • Increase social media audience by 2.5% over FY18 - FY19 Actual: 379,304/% Change: 4% • Increase use of responsive website by 2% over FY18 - FY19 Actual: 1,534,097/% Change: 2% • Increase our consumer lead database by 2% over FY18 - FY19 Actual: 1,096,521/% Change: 39% • Increase our trade show database by 4% over FY18 - FY19 Actual: 1,969/% Change: 15% • Media stories to increase by 1% over FY18 - FY19 Actual: \$3,032,789.30/% Change: 103% • Funded visitor information centers (VICs) - FY19 Actual: 9/% Change: -1 • Increase consumer and group suggested itineraries by 2 - FY19 Actual: 2 • Revenue indicators for performance <ul style="list-style-type: none"> ◦ Increase lodging tax revenue by 3% - FY19 Actual: \$10,455,676/% Change: 9% ◦ Increase RevPAR by 1.5% (STR) - FY19 Actual: 50.3% Change: -0.6% 			
Marketing Support	Fulfillment/Telemarketing/Call Center	Yes	<p>We know a strong promotion plan must be supported by a professional telemarketing and fulfillment strategy. Our advertising and promotion efforts are meant to inspire/orient and our telemarketing fulfillment strategy is meant to orient and help facilitate a visitor's vacation. It must be readily available, visually appealing, authentic and full of valuable, accurate information. Our strategy consists of a web-enabled call center manned by travel counsel experts who live in Western Montana, an easy to find and navigation friendly website and a print travel guide with an online tablet friendly version as well. The print guide is used to fulfill inquiries and is distributed across Montana and Alberta via a contract service. We work very hard to</p>	<p>Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19</p> <p>Print usage in travel planning has risen close to 50% of American leisure travelers and the use of DMO print visitor guides has risen to just over 20%. While this rise may not signal any longer term trend there is clearly no evidence of a long-term decline in print or DMO guide usage. According to the <i>State of the American Traveler</i>, an independent research report by Miles Partnership, print has consistently shown strength and even slow growth in print usage over the last five years.</p> <p>24.4% of travelers rely on offline media including TV, printed newspapers, magazines, etc. for travel inspiration. <i>The State of the American Traveler, Destination Analysts</i></p> <p>Despite 72%+ of Millennials using smartphones in trip planning (vs. only 26% of Baby Boomers) they are just as likely to use print overall, almost as likely as Baby Boomers to order an official print guide and more likely to visit a DMO website. Multimedia—indeed, "Masses of Media"—is critical for reaching and engaging with younger US travelers. <i>State of the American Traveler</i>, Miles Partnership</p> <p>The importance of live travel counseling continues to be relevant. All generational targets are still using DMO live assistance at a healthy pace.</p> <ul style="list-style-type: none"> • http://www.milespartnership.com/library/the-state-of-the-american-traveler-july-2014 • http://www.destinationmarketing.org/blog/new-research-reveals-official-visitor-guides-valuable-also-deliver-high-value-visitors 	<p>We will measure success by tracking the total number of calls and inquiries we receive and from what source. Success of this phase of our overall plan is ultimately measured when the tools we provide are utilized and the visitor begins to make reservations for their Western Montana vacation.</p> <p>In FY 2017, our call center managed just shy of 164,000 telephone, mail, reader service, email, instant message chat and digital inquiries. Our webpages had over 1,441,000 unique visitors (up 12% over the previous year). We also distributed 150,000 print travel guides and had 69,000 interactive guide visits.</p>	<p>The call center handles all inquiries including trade show leads, electronic inquiries, print reader service, regular mail, email and instant messaging. The web-enabled call center also provides various electronic fulfillment pieces to supplement the travel guide for our internet based customers. The database is used to eliminate duplicate orders and provide a comprehensive, targeted database to power direct mail, email and relationship marketing. The call center and our contract guide distribution service work together to ensure maximum efficiency and effectiveness of distribution. They dispense consumer travel guides in a timely manner and maintains inventory control of the guides.</p>	\$145,000.00	<p>All our marketing activities are routed to our telemarketing and fulfillment tools (webpage, call center, travel guide and social media) as sources of inspiration, orientation and facilitation. We track as much data as we can via these tools and keep a year-to-year record so we can access their performance which allows us to analyze whether we were able to meet our goals outlined in our marketing plan. We are pleased to show significant increases in all program areas this year. Visit our call center/webpage report for more details or view our inquiry source report that shows a detailed breakdown of our source of leads/inquiries. It is this report we use for most of the numbers we provide below to meet our goals.</p> <p>In FY 2019, fulfilled 185,673 inquiries with either our travel guide, webpage/blogs, webpage chats, email or by phone. Our webpage had 1,534,097 unique user sessions. We distributed 150,000 print travel guides and our tablet friendly guide was viewed 74,153 times.</p>	Yes	FY19 Telemarketing Fulfillment.pdf

			tie all our efforts together in a cohesive manner.					This marketing method was successful as it achieved what we had hoped it would as measured in our overall goals/results below. We plan to continue to use this method in our future marketing efforts. FY 2019 relevant goal/results: <ul style="list-style-type: none"> • Increase overall consumer response by 2% over FY18 - FY19 Actual: 1,793,923/% Change: 2% • Increase electronic response by 2% over FY18 - FY19 Actual: 1,729,504/% Change: 3% • Maintain social media reach from FY18 - FY19 Actual: 26,238,741/% Change: 54% • Increase social media audience by 2.5% over FY18 - FY19 Actual: 379,304/% Change: 4% • Increase use of responsive website by 2% over FY18 - FY19 Actual: 1,534,097/% Change: 2% • Increase our consumer lead database by 2% over FY18 - FY19 Actual: 1,096,521/% Change: 39% • Increase our trade show database by 4% over FY18 - FY19 Actual: 1,969/% Change: 15% • Media stories to increase by 1% over FY18 - FY19 Actual: \$3,032,789.30/% Change: 103% • Increase consumer and group suggested itineraries by 2 - FY19 Actual: 2 • Revenue indicators for performance <ul style="list-style-type: none"> ◦ Increase lodging tax revenue by 3% - FY19 Actual: \$10,455,675/% Change: 9% ◦ Increase RevPAR by 1.5% (STR) - FY19 Actual: 50.3/% Change: -0.6% 			
Marketing Support	Research	Yes	<p>We plan to use several sources of research to aid us to plan and strategize our promotion efforts. We measure and analyze data from our past and current efforts as well as look to professional individuals and organizations such as Montana Institute for Tourism and Recreation Research, Destination Marketing Association International, American Marketing Association, Skift, Google and others.</p> <p>To support the often tenuous task of researching and qualifying our travel media, we use Meltwater. Meltwater and other similar services such as Cision are media databases that helps us find the right journalist or outlet and their preferred contact method all in one search thus providing us information to target travel and tourism influencers. This valuable service is a "who's who" of today's top influencers and allows enables us to align our pitch with a media outlet's editorial calendar.</p>	<p>Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19</p> <ul style="list-style-type: none"> • Montana Brand Research Findings, presented by Destination Analysts • http://www.destinationanalysts.com/record-travel-optimism/ • Montana Brand Research Findings, presented by Destination Analysts • http://www.wttc.org/research/ 	<p>We will measure success based on our year end accomplishments including tracking our consumer response, electronic response, social media response, website stats, consumer/B2B database leads, media stories and consumer/B2B itineraries.</p>	<p>Research always plays a major role in what we do whether it assures our planning efforts are on target or if it is in analyzing how our efforts are performing. Making sure we have the right data, statistics, personnel/consultants and tools is key to Glacier Country's overall success.</p> <p>Meltwater/Klear is a valuable research tool to find media information and target our pitches thus assisting us to make well educated decisions on media efforts including digital influencers. Skift research products provide deep analysis, data and expert opinion on the companies and trends that are shaping the future of travel.</p>	\$35,000.00	<p>The research we used prior to and during the FY 2018 - 2019 budget year provided us with valuable and credible information that helped Glacier Country's team make decisions that helped us continue the continued growth in all areas of our marketing efforts. In this budget year we used this budget to pay for the Skift research service, Smith Travel Reports which tracks accommodation occupancy, average daily rate and RevPAR and for our media planning and tracking service - Meltwater/Klear. We plan to continue to use relevant and current research reports and tools moving forward. We use nSight to help us track online searches and bookings for travel to Glacier Country. Good research leads to sound marketing decisions. It also helps us monitor if our methods are meeting our goals and objectives.</p> <p>This marketing method was successful as it achieved what we had hoped it would as measured in our overall goals/results below. We plan to continue to use this method in our future marketing efforts. This budget is critical to strong performance.</p> <p>FY 2019 relevant goal/results: <ul style="list-style-type: none"> • Increase overall consumer response by 2% over FY18 - FY19 Actual: 1,793,923/% Change: 2% • Increase electronic response by 2% over FY18 - FY19 Actual: 1,729,504/% Change: 3% • Maintain social media reach from FY18 - FY19 Actual: 26,238,741/% Change: 54% • Increase social media audience by 2.5% over FY18 - FY19 Actual: 379,304/% Change: 4% • Increase use of responsive website by 2% over FY18 - FY19 Actual: 1,534,097/% Change: 2% • Increase our consumer lead database by 2% over FY18 - FY19 Actual: 1,096,521/% Change: 39% • Increase our trade show database by 4% over FY18 - FY19 Actual: 1,969/% Change: 15% • Media stories to increase by 1% over FY18 - FY19 Actual: \$3,032,789.30/% Change: 103% • Revenue indicators for performance <ul style="list-style-type: none"> ◦ Increase lodging tax revenue by 3% - FY19 Actual: \$10,455,675/% Change: 9% </p>	Yes	FY10 Research Klear nSight STR.pdf	

								<ul style="list-style-type: none"> Increase RevPAR by 1.5% (STR) - FY19 Actual: 50.3% Change: -0.6% 			
Marketing Support	Printed Material	Yes	<p>Glacier Country produces various print collateral materials such as an 8.5" x 11" four color one-sheet that highlights information within our brand pillars. These pieces provide necessary information for group tour operators and meetings and conventions planners to make the decision to bring their groups to Montana. We also produce other print collateral as necessary, all four color and fully integrating the Montana brand.</p> <p>Print material is useful in many ways; it is physical, it hangs around, it adds legitimacy, it is a great conversation starter, it reaches those who aren't internet savvy (or even connected in any meaningful way) and it drives business.</p>	<p>Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19</p> <p>Our inspiration/orientation/facilitation model lends credence to the importance of trust and relationship building in converting travel interest to bookings. Providing beautifully produced printed collateral helps maintain a professional presence and position Glacier Country as the premier Montana destination.</p> <ul style="list-style-type: none"> http://monitor.icef.com/2013/10/integrating-print-collateral-with-online-marketing/ http://membercenter.glaciermt.com/wp-content/uploads/2014/04/Connect_Magazine_Intimacy_of_Print.pdf 	<p>We will measure success by monitoring how many print pieces we produce and for what purpose. If possible, we will record how many were distributed - as an example, we will state the number of one-sheets we print for our travel trade events for FIT, group and meetings and conventions. Print projects are collateral support which result being shown in overall end of year goal results.</p>	<p>We will measure success by monitoring how many print pieces we produce and for what purpose. If possible, we will record how many were distributed - as an example, we will state the number of one-sheets we print for our travel trade events for FIT, group and meetings and conventions. Print projects are collateral support which result being shown in overall end of year goal results.</p>	\$2,000.00	<p>Our print material line item provides us a budget for printed collateral pieces. This year we printed our marketing plan and our B2B group one sheets. In this day when digital rules, we occasionally still need to do things the old fashioned way.</p> <p>We printed 1,000 copies of both the group travel one sheets. These generally last two years and are distributed at the trade shows attended by our tourism sales manager. Each show is different in size but we typically go through 600 international and 600 domestic.</p> <p>We printed 600 copies of the marketing plan. This is distributed to our entire partner database and is taken to every presentation the executive director gives regarding destination marketing. These presentations include chambers of commerce, leadership training, civic groups, University of Montana marketing classes, etc. We also keep these readily at hand for the public to ensure the residents of Montana know what Glacier Country is doing to market Western Montana as a destination. We distributed about 500 copies of this plan.</p> <p>This is a line item that is certainly necessary, and we will keep moving forward. This marketing method overall goals/results below. We plan to continue to use this method in our future marketing efforts.</p> <p>FY 2019 relevant goal/results:</p> <ul style="list-style-type: none"> Increase overall consumer response by 2% over FY18 - FY19 Actual: 1,793,923/% Change: 2% Increase electronic response by 2% over FY18 - FY19 Actual: 1,729,504/% Change: 3% Maintain social media reach from FY18 - FY19 Actual: 26,238,741/% Change: 54% Increase social media audience by 2.5% over FY18 - FY19 Actual: 379,304/% Change: 4% Increase use of responsive website by 2% over FY18 - FY19 Actual: 1,534,097/% Change: 2% Increase our consumer lead database by 2% over FY18 - FY19 Actual: 1,096,521/% Change: 39% Increase our trade show database by 4% over FY18 - FY19 Actual: 1,969/% Change: 15% Media stories to increase by 1% over FY18 - FY19 Actual: \$3,032,789.30/% Change: 103% Funded visitor information centers (VICs) - FY19 Actual: 9/% Change: -1 Increase consumer and group suggested itineraries by 2 - FY19 Actual: 2 Revenue indicators for performance <ul style="list-style-type: none"> Increase lodging tax revenue by 3% - FY19 Actual: \$10,455,675/% Change: 9% Increase RevPAR by 1.5% (STR) - FY19 Actual: 50.3% Change: -0.6% 	No	Printed Materials for FY19.pdf	
Marketing Support	Partner Support	Yes	<p>As a continuation of cooperation and collaboration with our industry partners, we plan to participate and offer assistance via partner programs - specifically Voices of Montana Tourism.</p> <p>Continuing to foster strong partnerships and find new ways to collaborate on efforts is not only outlined in the Montana Strategic Plan for Tourism and Recreation but is part of Glacier Country's mission statement.</p> <p>Voices of Montana Tourism serves as a united voice for Montana's tourism stakeholders. Since its creation in 2011, Voices has</p>	<p>Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19</p>	<p>Success will be measured by the audience reached by Voices of Montana Tourism.</p>	<p>Lodging tax dollars allow Montana to have a presence amongst travelers who have many options when it comes to selecting a vacation destination. Despite its proven return, tourism promotion continues to be underestimated by some of our elected state leaders. That's why it's up to us to communicate tourism's value in order to elevate its recognition, respect and support in Montana. We have an opportunity to come together as champions of this industry to ensure that tourism continues to thrive.</p>	\$5,000.00	<p>We supported the education outreach efforts of Voices of Montana Tourism. Having an organization concentrate on sharing what the value of tourism is to Montana and engage in healthy and proactive conversations that keep tourism top-of-mind as it relates to Montana's economy is critical to our long-term sustainability. We are happy to help support this organization and their efforts to educate the public about the power of the tourism industry and how it impacts our state, communities and residents alike.</p> <p>Our objective was to engage in statewide outreach efforts to reach an audience in an effective and efficient way that we would not be able to do with our own resources. The Voices of Montana Tourism organization distributes a monthly newsletter that has a distribution of</p>	No		

			led the effort with education and outreach to communicate the immense value a sustainably-grown tourism industry provides for all Montanans.				450+. As a Voices partner, the Glacier Country Tourism receives a presence and directory link on the voicesoftourism.com which has been online since 2011 and has a robust following. In addition, VOT made a total of 32 community presentations with 1,500 attendees in FY19. We met our objective and considered this method successful. We will continue to include and fund Voices using partner support in the future in order to seize opportunities as they arise. This budget is critical to strong performance. FY 2019 relevant goal/results:				
							<ul style="list-style-type: none"> • Increase overall consumer response by 2% over FY18 - FY19 Actual: 1,793,923/% Change: 2% • Increase electronic response by 2% over FY18 - FY19 Actual: 1,729,504/% Change: 3% • Maintain social media reach from FY18 - FY19 Actual: 26,238,741/% Change: 54% • Increase social media audience by 2.5% over FY18 - FY19 Actual: 379,304/% Change: 4% • Increase use of responsive website by 2% over FY18 - FY19 Actual: 1,534,097/% Change: 2% • Increase our consumer lead database by 2% over FY18 - FY19 Actual: 1,096,521/% Change: 39% • Increase our trade show database by 4% over FY18 - FY19 Actual: 1,969/% Change: 15% • Media stories to increase by 1% over FY18 - FY19 Actual: \$3,032,789.30/% Change: 103% • Funded visitor information centers (VICs) - FY19 Actual: 9/% Change: -1 • Increase consumer and group suggested itineraries by 2 - FY19 Actual: 2 • Revenue indicators for performance <ul style="list-style-type: none"> ◦ Increase lodging tax revenue by 3% - FY19 Actual: \$10,455,675/% Change: 9% ◦ Increase RevPAR by 1.5% (STR) - FY19 Actual: 50.3/% Change: -0.6% 				
Marketing Support	Promotional Items	Yes	Glacier Country plans to purchase custom promotional items we can hand out to our trade operators and press at group and FIT shows as well as some leisure shows. All items will be appropriate for the audience and be something useful and/or of desire enough that it will be kept and used.	Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19 <ul style="list-style-type: none"> • http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Brand-Awareness-Article.pdf • http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Customer-Relations-Article.pdf 	We will measure success by tracking how many items we order and how many are distributed for various projects such as media efforts, FAMs, etc. Items that are creative and unique represent Western Montana's Glacier Country – authentic and memorable. Outside of monitoring how many items we order and distribute one year to another, where "true" success comes into play is having someone mention how much they like it and seeing someone still using it or wearing it.	Promotional items if done properly can be extremely effective in building brand awareness and building relationships. We put a great deal of thought into the items we select. Is it useful? Is it on brand? Is it audience appropriate? Is the price appropriate? Is it of quality? Is it something that will not end up in the garbage or junk drawer at home?	\$11,000.00	This year, Glacier Country produced 10 promotional items:	No	FY19 Promotional Materials Report.pdf	
								<ul style="list-style-type: none"> • 75 hot & cold drink tumblers • 40 co-branded candelis • 48 Water Bottles • 450 USBs • 1000 Pens • 50 Totes • 200 Baggu Bags • 250 Notebooks • 100 Travel Kits • 50 Beanies <p>All of items are fun Montana gifts we give to travel media, meeting planners, tour operators when they are here for press trips and FAMs, at media outreach events or as a gift at trade shows for people who we have an appointment with.</p> <p>Each of our CTA giveaway winners receive a From Glacier Country with Love box with a selection of these promotional items. These boxes are for our major campaigns that include our travel guide, selection of our promotional items, any special seasonal information and a cash gift card for up to \$500. At every point we touch a person either in state or at a trade show or media event, we provide them with a "touch" of Montana to take home with them.</p> <p>This year we started tracking all of our items on an inventory sheet. We also track what the items are being used for and how many. In the next budget year, we are going to be using an inventory tool in Simpleview to track these items so we can run not only a use report but also allows to track inventory.</p> <p>For the FY 2020 plan, we are creating a tracking and distribution plan in Simpleview that will allow us to better track exact distribution of our promotional items not only by segment but by other</p>			

							<p>marketing method projects and programs. At the end of any budget year, we can run a simple report.</p> <p><i>All of the promotional items were successful and we would certainly do again as the impact and outcome was exactly as we had anticipated.</i></p> <p>FY 2019 relevant goal/results:</p> <ul style="list-style-type: none"> • Increase overall consumer response by 2% over FY18 - FY19 Actual: 1,793,923/% Change: 2% • Increase electronic response by 2% over FY18 - FY19 Actual: 1,729,504/% Change: 3% • Maintain social media reach from FY18 - FY19 Actual: 26,238,741/% Change: 54% • Increase social media audience by 2.5% over FY18 - FY19 Actual: 379,304/% Change: 4% • Increase use of responsive website by 2% over FY18 - FY19 Actual: 1,534,097/% Change: 2% • Increase our consumer lead database by 2% over FY18 - FY19 Actual: 1,096,521/% Change: 39% • Increase our trade show database by 4% over FY18 - FY19 Actual: 1,969/% Change: 15% • Media stories to increase by 1% over FY18 - FY19 Actual: \$3,032,789.30/% Change: 103% • Increase consumer and group suggested itineraries by 2 - FY19 Actual: 2 • Revenue indicators for performance <ul style="list-style-type: none"> ◦ Increase lodging tax revenue by 3% - FY19 Actual: \$10,455,675/% Change: 9% ◦ Increase RevPAR by 1.5% (STR) - FY19 Actual: 50.3/% Change: -0.6% 			
Marketing Support	Digital Asset Management/Aquisition	Yes	<p>Glacier Country uses an online digital asset management system that is more functional, caters specifically to DMOs and is very affordable. As the number of digital assets and services we employ continue to grow and diversify, our need to have a flexible and multifaceted tool to store, manage photo and video rights and organize these images increasingly becomes more challenging. We require a service that helps our public relations and marketing efforts to organize, store and deliver all our marketing collateral or media assets, such as pictures, logos and videos. It needs to be easy to use, immediately accessible and effective.</p> <p>As we move forward building a robust digital asset library and management system, having all our video formally and professionally catalogued allows us to access our video making it easier for us to create interactive media to help visitors become inspired and orient themselves to Western Montana's Glacier Country.</p>	<p>Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19</p> <ul style="list-style-type: none"> • Social Media Customer Service Strategies for Travel Brands 2015 • http://www.emeraldinsight.com/journals.htm?articleid=1937277 	<p>We will measure the success of this method by monitoring the total number of images (still + video) from photographers/videographers at the end of the year and by the number of new digital assets we add each year to the system.</p>	<p>Our asset management system allows us to catalogue and search with keywords and thumbnail previews. Each asset with its caption information can be delivered in multiple formats so the right file, in the right format, is instantly available for internal and external use. To date, we have approximately 5,000 accessible assets with several hundred more to be uploaded and categorized. We upgraded to a top tier service that provides us with unlimited storage/hosting and clips our video assets into usable bits for sharing and production.</p>	\$13,000.00	<p>We find having a digital asset management library that is assessible online is absolutely invaluable. To access our photo library, please visit https://partners.glaciermt.com/photo-library and follow the instructions to request access. Once your request has been reviewed and approved, you will be emailed by noreply@barberstock.com with your username and password. Log in to the photo portal. Your first time logging in you will be asked to agree to our Terms of Use. The home page displays photos you have access to in our library.</p> <p>As of June 30 2019, we have approximately 6,166 fresh still assets and 6,457 video assets. Total number of digital assets in Barberstock is 12,623. We had a bit of backlog of assets we had to upload and during FY 2019, we were able to make great strides in catching up. We added over 7,500 new assets. With every batch of assets uploaded, we must allow tag them with keywords and enter the proper photo rights so this process can take up quite a lot of time. This allows us to search the library for relevant images and clips as well as ensure proper photo rights are being adhered to.</p> <p>This marketing method is extremely successful, and we would certainly do again as the outcome is critical to our overall success and was exactly as we had anticipated.</p> <p>FY 2019 relevant goal/results:</p> <ul style="list-style-type: none"> • Increase overall consumer response by 2% over FY18 - FY19 Actual: 1,793,923/% Change: 2% • Increase electronic response by 2% over FY18 - FY19 Actual: 1,729,504/% Change: 3% • Maintain social media reach from FY18 - FY19 Actual: 26,238,741/% Change: 54% • Increase audience by 2.5% over FY18 - FY19 Actual: 379,304/% Change: 4% • Increase use of responsive website by 2% over FY18 - FY19 Actual: 1,534,097/% Change: 2% • Increase our consumer lead database by 2% over FY18 - FY19 	No	

								<ul style="list-style-type: none"> Actual: 1,096,521/% Change: 39% Increase our trade show database by 4% over FY18 - FY19 Actual: 1,969/% Change: 15% Media stories to increase by 1% over FY18 - FY19 Actual: \$3,032,789.30/% Change: 103% Funded visitor information centers (VICs) - FY19 Actual: 9/% Change: -1 Increase consumer and group suggested itineraries by 2 - FY19 Actual: 2 Revenue indicators for performance <ul style="list-style-type: none"> Increase lodging tax revenue by 3% - FY19 Actual: \$10,455,875/% Change: 9% Increase RevPAR by 1.5% (STR) - FY19 Actual: 50.3/% Change: -0.6% 			
Marketing Support	Marketing/Publicity Personnel	Yes	<p>Glacier Country has a Marketing Assistant and Social Media Manager whose time is dedicated to supporting all marketing, social media coordination, promotion and sales activities in order to promote the overall mission of Glacier Country. This position is responsible for supporting development and implementation of our marketing projects and programs and maintaining strong relationships with organization, region and industry partners. See attached job description.</p> <p><i>At the beginning of the budget year, this job was vacant. It was filled in the fall with a different job description. This job is now solely responsible for providing support for all the marketing programs. Social media was transitioned to our agency of record.</i></p>	Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19	<p>We measure success in this area by monitoring the work being done by the employee and ensuring she is completing the work as outlined in the job description. This person acts as an internal project manager and assists with most every marketing related program – consumer, group and PR and earned media. There are several marketing methods in those segments that fall within this person's scope of work. The successful completion of those methods and reporting will be outlined in those evaluations.</p>	The position reports to the Executive Director/CEO and works closely with the marketing team to allowing us to maintain our current projects and programs. Creating a solid support system with qualified and passionate team members allows us to maximize our efforts being more effective and efficient.	\$42,000.00	<p>This person also acts as an internal project manager and assists with most every marketing related program – consumer, group and PR and earned media.</p> <p>This is a full-time salaried position exempt from overtime. As reported in the attached monthly reports, she provides support for all of our marketing programs. She is the primary responsible party for Simpleview, Meltwater, Klear and Barberstock as well as tracking all of our traditional and digital influencer earned media. Earned media tracking alone accounts for a significant part of her time. As an example, we had a total earned ad value of \$3,022,264 for both traditional travel articles and social media. She is also responsible for tracking all of our rural corridor reporting which tracks each business and community in all areas of our marketing. Our productivity has doubled since this person came onboard. The attached report is just a sample of all the reporting she is responsible for. The reports provided are updated and reported monthly. Prior to this position, this was an ongoing challenge to do.</p> <p>Visit our DropBox file to view detailed monthly reports and job description.</p> <p>This marketing method was successful as it achieved what we had hoped it would as measured, in our overall goals/results below. We plan to continue to use this method in our future marketing efforts.</p> <p>FY 2019 relevant goal/results:</p> <ul style="list-style-type: none"> Increase overall consumer response by 2% over FY18 - FY19 Actual: 1,793,923/% Change: 2% Increase electronic response by 2% over FY18 - FY19 Actual: 1,729,504/% Change: 3% Maintain social media reach from FY18 - FY19 Actual: 26,238,741/% Change: 54% Increase social media audience by 2.5% over FY18 - FY19 Actual: 379,304/% Change: 4% Increase use of responsive website by 2% over FY18 - FY19 Actual: 1,534,097/% Change: 2% Increase our consumer lead database by 2% over FY18 - FY19 Actual: 1,096,521/% Change: 39% Increase our trade show database by 4% over FY18 - FY19 Actual: 1,969/% Change: 15% Media stories to increase by 1% over FY18 - FY19 Actual: \$3,032,789.30/% Change: 103% Funded visitor information centers (VICs) - FY19 Actual: 9/% Change: -1 Increase consumer and group suggested itineraries by 2 - FY19 Actual: 2 Revenue indicators for performance <ul style="list-style-type: none"> Increase lodging tax revenue by 3% - FY19 Actual: \$10,455,875/% Change: 9% Increase RevPAR by 1.5% (STR) - FY19 Actual: 50.3/% Change: -0.6% 	No	FY19 SMA Personnel Report.pdf	
Marketing Support	Outreach	Yes	Education and outreach are extremely important for several reasons. First and foremost, it adds to a business's ability to succeed	Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19	We will measure success in our ability to provide educational events with one of our partners (region, CVB or MOTBD) or hosting an	If a small investment in education and outreach efforts assists businesses and the industry at large, it is well worth the time and cost.	\$5,000.00	In FY 2019, we refreshed our marketing bootcamp with new content, fresh presenters and a new name – Glacier Country Tourism Summit.	Yes		

			by staying current with industry trends, challenges, marketing opportunities and knowledge of economic importance to Montana. It is also equally important to provide ongoing programs for individuals and organizations to affordably stay abreast of cutting edge trends to keep them competitive and to increase the effectiveness of their efforts. When we can, we try to provide and support relevant, useful and cost effective workshops and outreach support.		event of our own. Helping businesses succeed and increasing the sense of industry pride and support translates to successful outreach.	As a part of our rural marketing program, we are combining this budget line item with others to build a formal program around how to help our charming small towns through our efforts. We want to help them learn to identify and build tourism product, educate them on how to do it and how they can partner with Glacier Country Tourism and other entities to promote that product. We currently have the following outreach and training programs available: <ul style="list-style-type: none"> Public Relations Training: How to tell your story, how GC can help Social Training: Introduction to social channels and advanced social strategies Tourism Sales/B2B: Group sales, international travelers, tour operators, meetings and conventions Glacier Country Tourism Benefits: General overview, benefits, partner opportunities 		We invited people far and wide to join Glacier Country Tourism, Western Montana's official destination marketing organization (DMO), and Windfall, Glacier Country Tourism's advertising agency, for a meeting of the minds. We discussed brand development, social media, working with groups (group tours, international meetings + conventions), public relations and consumer marketing. We also wanted to help people better understand how work with destination marketing organizations and help them learn how they can best leverage Glacier Country Tourism's marketing assets. Our tourism and marketing experts strive to help businesses and organizations market their business or organization to travelers. There's strength in numbers, after all. We consider the workshop we hosted a success and we plan to do two of these every year. This marketing method was successful as it achieved what we had hoped it would as measured in our overall goals/results below. We plan to continue to use this method in our future marketing efforts. FY 2019 relevant goal/results: <ul style="list-style-type: none"> Increase overall consumer response by 2% over FY18 - FY19 Actual: 1,793,923/% Change: 2% Increase electronic response by 2% over FY18 - FY19 Actual: 1,729,504/% Change: 3% Maintain social media reach from FY18 - FY19 Actual: 26,238,741/% Change: 54% Increase social media audience by 2.5% over FY18 - FY19 Actual: 379,304/% Change: 4% Increase use of responsive website by 2% over FY18 - FY19 Actual: 1,534,097/% Change: 2% Increase our consumer lead database by 2% over FY18 - FY19 Actual: 1,096,521/% Change: 39% Increase our trade show database by 4% over FY18 - FY19 Actual: 1,969/% Change: 15% Media stories to increase by 1% over FY18 - FY19 Actual: \$3,032,789.30/% Change: 103% Increase consumer and group suggested itineraries by 2 - FY19 Actual: 2 Revenue indicators for performance <ul style="list-style-type: none"> Increase lodging tax revenue by 3% - FY19 Actual: \$10,455,675/% Change: 9% Increase RevPMT by 1.5% (STR) - FY19 Actual: 50.3/% Change: -0.6% 			
Publicity	Marketing/Publicity Personnel	Yes	Glacier Country has a PR and Earned Media Manager who develops, manages and monitors our publicity projects and programs. We see great improvement in our publicity efforts each year with strong growth in all areas. We plan to continue our current efforts as outlined while also setting aside some resources allowing us to be flexible and responsive. See attached job description.	Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19	We measure success in this area by monitoring the work being done by the employee and ensuring she is completing the work as outlined in the job description. There are several marketing methods that fall under this person's PR and earned media program. The successful completion of those methods and reporting will be outlined in those evaluations.	Many of our programs work together to support each other. This position focuses on public relations and earned media efforts. Publicity is incredibly effective and efficient promotion and our new employee will spend most of her time in this capacity.	\$63,000.00	This is a full-time salaried position exempt from overtime. We have attached an updated job description and provide monthly reports to track the projects and programs performed by our earned media manager. We continue to see extremely positive results from having on-staff publicity and earned media personnel. We plan to continue to maintain this position as it allows us to not only save money but be much more effective and efficient. Our publicity program extends into many of our program areas ensuring consistent messaging and voice. It also allows us to host proactive media trips and be responsive and assist media who contacts us directly or who are working with partners. This person worked on 19 different media trips where we utilized funds. She also coordinated two media outreach events (Chicago and San Francisco) and attended two trade media exchange events (IPW and IMM). During this budget year, we also had to trigger our crisis plan to help mitigate the negative impacts we were experiencing with wildland fire and smoke. We absolutely plan to continue this program as the earned media we receive this year equaled more than the total bed tax budget for the entire year. Our ROI for	No	FY19 PR + Earned Media Personnel Report.pdf	

								<p>this program 15 to 1. For every \$1 spent, we received \$31 in return.</p> <p>FY 2019 relevant goal/results:</p> <ul style="list-style-type: none"> • Increase overall consumer response by 2% over FY18 - FY19 Actual: 1,793,923/% Change: 2% • Increase electronic response by 2% over FY18 - FY19 Actual: 1,729,504/% Change: 3% • Maintain social media reach from FY18 - FY19 Actual: 26,238,741/% Change: 54% • Increase social media audience by 2.5% over FY18 - FY19 Actual: 379,304/% Change: 4% • Increase use of responsive website by 2% over FY18 - FY19 Actual: 1,534,097/% Change: 2% • Increase our consumer lead database by 2% over FY18 - FY19 Actual: 1,096,521/% Change: 39% • Media stories to increase by 1% over FY18 - FY19 Actual: \$3,032,789.30/% Change: 103% • Increase consumer and group suggested itineraries by 2 - FY19 Actual: 2 <ul style="list-style-type: none"> ◦ Increase lodging tax revenue by 3% - FY19 Actual: \$10,455,675/% Change: 9% ◦ Increase RevPAR by 1.5% (STR) - FY19 Actual: 50.37% Change: -0.6% 		
Publicity	PressTrips	Yes	<p>Glacier Country will continue to work with members of the media to tell the many stories of Western Montana. This will be done through proactive and reactive press visits to our region to provide these storytellers with a first-hand experience of what Montana has to offer. We will host group visits, as well as individual media visits.</p>	<p>Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19</p> <p>Two thirds of American travelers (66.4%) say they rely on the in-person opinions of friends and relatives, while nearly 40 percent get this information from social media. The Internet is also a major player, with 61.9 percent saying they get their destination inspiration from one of the three primary digital resources tracked (online media, social media or online video.) <i>The State of the American Traveler, Destination Analysts</i></p> <ul style="list-style-type: none"> • Help guide your DMO into the future: Advice from international destination marketing experts • http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Public-Relations-Article.pdf • http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Demand-Generation-Article.pdf 	<p>We will measure success of this method through our show reports and earned media report which provides detailed results we were able to track during this budget year.</p> <p>As an example, the earned media on this program for FY 2017 was almost twice what our total bed tax budget was. We spent \$16,000 and earned \$4,102,962 in earned ad value.</p>	<p>We find having a strong publicity program strengthens our marketing effort and brings exceptional value and return on investment for overall promotion program.</p>	\$41,000.00	<p>Press trips are a highly effective and efficient method of promotion from a destination marketing organization. We hosted both reactive and proactive trips this year. Reactive trips are ones where we work in cooperation with other organizations such as MOTBD, CVBs, regions, BrandUSA or RMI and we help them with trips they are planning. Proactive trips are ones where we are planning and others are helping us with the trip. We track all media that we spend money on via and ones we do not. Our earned media reports are a great tool for this. We also have a digital copy of stories and posts.</p> <p>Our earned media manager attended two trade shows where she had 33 timed appointments with media – IMM and IPW. Visit our DropBox folder to view the show reports and the earned media report for detailed results we were able to track during this budget year.</p> <p>There were 19 different media trips where we utilized funds. Five of these were proactive trips that were coordinated by this manager – the itineraries are attached. The others were reactive trips where she assisted other partners and/or the media with media events and activities. The media and digital influencers part of reactive trips are noted on the earned media report.</p> <p>We absolutely plan to continue this program as the earned media we receive this year along was almost twice what our total bed tax budget was. We spent \$97,000 and earned \$3.022 million in earned ad value. Total circulation/impressions were 29,847,809 and total social audience was 9.5 million.</p> <p>We absolutely plan to continue this program as the earned media we receive this year equaled more than the total bed tax budget for the entire year. Our ROI for this program 31 to 1. For every \$1 spent, we received \$31 in return.</p> <p>FY 2019 relevant goal/results:</p> <ul style="list-style-type: none"> • Increase overall consumer response by 2% over FY18 - FY19 Actual: 1,793,923/% Change: 2% • Increase electronic response by 2% over FY18 - FY19 Actual: 1,729,504/% Change: 3% • Maintain social media reach from FY18 - FY19 Actual: 26,238,741/% Change: 54% • Increase social media audience by 2.5% over FY18 - FY19 Actual: 	No	FY19 Press Trip Report.pdf

			will continue to have an updated crisis plan that can be implemented if and when necessary.	industry stakeholders in an efficient, timely and responsible manner." <i>DESTINATION MANAGEMENT DURING A CRISIS, Jim McCaul</i> <ul style="list-style-type: none"> • Destination Management During a Crisis - DMAI • http://www.mmipublicrelations.com/white/paper/crisis-management-a-white-paper • https://destinationthink.com/crisis-communication-plan 	needed to be proactive as well. We created a digital outreach plan to help prepare people in advance of a crisis. We will measure success of the campaign by tracking impressions, clicks, click thru rate and cost per thousand.		team to trigger a crisis communication plan. We looked at not only how to respond after a crisis occurred but how to be proactive – preparing our team, partners and resident population at large on how to respond. We had (internal) industry partner facing communications and (outward) resident at large facing communications. We lifted the outward communications with a paid digital media campaign. Attached documents included: final crisis plan, response team, wildfire efforts, wildland fire dos and don'ts and Don't Add Fuel to the Fire campaign media plan, creative and results. This campaign was a digital campaign including paid placements on Missoulian.com, RavalliRepublic.com, HelenaIR.com, BillingsGazette.com, GreatFallsTribune.com, Daily Interlake, Flathead Newspaper Group - Hungry Horse News, Whitefish Pilot, Lake Country Leader, Flathead Beacon, Facebook and Instagram. See DROPBOX to see all documents. This campaign delivered 655,977 impression, 3,166 clicks for a click thru rate (CTR) of 0.48% as a CPM of \$1.56. Total campaign was \$4,951. We did have a few active fires this season and launched our paid media plan. We were fortunate that wet cool weather set in about the time some of the fires started to grow. We let the paid plan run through August knowing that it could not hurt to remind people to be thoughtful about what they said verbally and about what they posted on social media. We update our plan every year along with our in-region DMOs and public lands partners such as the US Forest Service and Glacier National Park. MOTBD is also invited to participate. Crisis communication is always successful in some manner and we will continue to keep this in our budget in future years as a precaution. FY 2019 relevant goal/results: <ul style="list-style-type: none"> • Increase overall consumer response by 2% over FY18 - FY19 Actual: 1,793,923/% Change: 2% • Increase electronic response by 2% over FY18 - FY19 Actual: 1,729,504/% Change: 3% • Increase use of responsive website by 2% over FY18 - FY19 Actual: 1,534,097/% Change: 2% • Increase consumer and group suggested itineraries by 2 - FY19 Actual: 2 • Revenue indicators for performance <ul style="list-style-type: none"> ◦ Increase lodging tax revenue by 3% - FY19 Actual: \$10,455,876/% Change: 0% ◦ Increase RevPAR by 1.5% (STR) - FY19 Actual: 50.3/% Change: -0.6% 			
Publicity	Fam Trips	Yes	Glacier Country plans to participate in hosting/co-hosting familiarization tours for one or more of our identified group markets and trade media. For many years, we have been developing a collaborative and broad-based approach to group travel; group tours, foreign independent travel (FIT), incentive travel, sports, meeting and conventions and bank loyalty. Each year, in an effort to provide trade media and visiting operators/planners with a firsthand experience of Western Montana, Glacier Country assists and/or hosts various professionals along the way. Glacier Country will continue this effort by using a portion of our budget to coordinate and/host trade professional(s) in regard to	Glacier Country Tourism market and industry support research for FY2019: Link + PW: GlacierFY19 According to Adventure Travel and Trade Association, food tourism represents vast opportunity; over one third of global tourism expenditure is on food and beverage products, and tourists are increasingly identifying local food and food experiences as their primary and secondary motivations for choosing specific destinations. ATIA's recent research shows that many adventure operators are already innovating in this industry with their product. Key Findings from this study include: 71 percent of adventure itineraries have an experiential food focus of some kind. For operators offering "high food focus" itineraries, the average reported price per day for such trips was \$472 USO Cooking classes and visits to wineries, breweries and distilleries were ranked as the top requested activities as reported by tour operators and travel agents.	We will measure our success by tracking our overall our efforts via our end of year goal results, earned media report that tracks social and editorial exposure by month, event/activity it was attributed to, the earned ad value and circulation. Ultimately a successful publicity program comes down to earned media, consistency and quality of voice and tone, strong messaging and strong relationships with media.	The assistance of an in-region partner group - formed to develop a strategy to meet the needs of all while balancing the mission and resources of our organization and others - has been of great assistance in FAM trip coordination and facilitation. These tours for group and FIT travel are part of the joint strategy and rationale we all share. Pooling our expertise, time and resources has done nothing but developed a stronger coalition of partners dedicated to this market segment and reaping the diverse and long-term benefits of it.	\$10,000.00	We leveraged the FAM budget to support content gathering and itinerary development for all our consumer and B2B efforts. We also maximized use of our familiarization trips by taking photos/video and gathering information to use in our blogs and social media efforts. This is a highly effective element of our overall program allows us to develop highly effective and cost efficient itineraries and stay abreast of what is happening in our region so we can pitch unique stories to travel media and digital influencers. In FY 219, we started to implement our rural marketing initiative which places more focus on our rural communities through the nine rural travel corridors. We are tracking these efforts with our rural tracking system. This marketing method was successful as it achieved what we had hoped it would as measured in our overall goals/results below. We plan to continue to use this method in our future marketing efforts.	No	FY19 FAM Report.pdf

Marketing Support	Outreach	\$5,000.00	\$0.00
Marketing Support	Digital Asset Management/Aquisition	\$13,000.00	\$0.00
Marketing Support	Promotional Items	\$11,000.00	\$0.00
Marketing Support	Marketing/Publicity Personnel	\$42,000.00	\$0.00
		\$708,000.00	\$149,000.00
Publicity	Marketing/Publicity Personnel	\$63,000.00	\$0.00
Publicity	PressTrips	\$41,000.00	\$1,000.00
Publicity	Press Promotions/Media Outreach	\$25,000.00	\$0.00
Publicity	Crisis Managment	\$5,000.00	\$0.00
Publicity	Fam Trips	\$10,000.00	\$1,000.00
		\$144,000.00	\$2,000.00
		\$1,814,950.00	\$244,500.00

Miscellaneous Attachments

Description	File Name	File Size
501(C)6 Nonprofit Status	gc 501c6.pdf	374 KB
GC Certificate of Incorporation	GC certificate of incorporation.pdf	5.7 MB
FY 2019 Marketing Plan and Budget - Layout	GC Marketing Plan_digital_FY19.pdf	1.6 MB
Glacier Country Marketing Plan FY 2019	GC Marketing Plan_digital_FY19.pdf	1.6 MB
ITRR reports supporting FY 2019 marketing plan	ITRR Reports for FY 2019 Marketing Plan Research.pdf	39 KB
Montana Brand Exploration Research	Montana Brand Exploration Research - Final Report of Findings V2 - Novme... (004).pdf	3.0 MB
ITRR visitor characteristics	Nonresident visitor characteristics to Glacier Country Montana during 2017..pdf	47 KB
Required documents including certificate of compliance, application for lodging tax revenue, pledge of understanding and compliance regulations/procedures for regional/CVB tourism organizations use of lodging facility use tax revenue, board minutes showing approval of narrative and budget.	RequireddocumentsFY19-COMPLETE.pdf	87 KB

Reg/CVB Required Documents

Description	File Name	File Size
FY 2019 board minute approval of marketing plan	2018 3 13 Board Minutes FINAL .pdf	60 KB
FY 2019 budget pie chart	GC18_Marketing Plan_FY19-PieChart.pdf	551 KB
FY 2019 required documents	RequireddocumentsFY19.pdf	39 KB

