STRENGTHS

Yellowstone Country's core strengths include its main attractions—Yellowstone National Park and the Beartooth All-American Road—as well as countless cultural and recreational opportunities.

- Yellowstone National Park and its Gateway Communities: Three of the five entrances to YNP are located in YC, including the only year-round entrance at Gardiner, the northeastern entrance at Cooke City/Silver Gate and the most-accessed entrance at West Yellowstone.
- Scenic Drives: Paradise Valley (Livingston to Gardiner), the Beartooth All-American Road (Red Lodge to Cooke City), Gallatin Canyon (Bozeman to Big Sky), Lake Loop (Bozeman to Norris), Absarokee Loop (Absarokee to Nye to Flathead and back to Absarokee), and many, many other routes through Yellowstone National Park.
- Major Ski Resorts: Bridger Bowl, Big Sky and Red Lodge Mountain are three of the top ski resorts in the state.
- World-Renowned Snowmobile Areas: Cooke City, West Yellowstone, Crazy Mountains area, Gallatin/River Corridor.
- Nordic Skiing: Nordic Centers and many miles of groomed trails throughout the region.
- Culture and History: From Native Americans and dinosaurs to mining, ranching and mountain men, the region offers a very interesting and unique blend of history and culture.
- Annual Events: Unique local festivals, farmers markets, fairs, community rodeos, Independence Day celebrations and countless other events, including long-running events like the West Yellowstone Snowmobile Expo or Livingston Roundup Rodeo, and newer events such as the Red Lodge Songwriters Festival. There's always something going on in Yellowstone County's regional communities.
- Recreational Opportunities: A sampling, in addition to other well-known offerings like skiing and snowmobiling, includes wildlife viewing in and around Yellowstone National Park, water recreation (fishing, boating, rafting, kayaking, swimming), ice climbing, hiking, snowshoeing and soaking in the Boiling River just inside the park. For those who may wish to experience the western way of life, there are working ranch vacations or the more traditional "dude" ranch experiences.
- Destination Lodging and Meeting Facilities: Several communities in the region have properties and facilities that can accommodate small to mid-size meetings and conventions. Bozeman and Big Sky also have full-service entities with the capacity to host larger groups.
- Bozeman Yellowstone International Airport: As the busiest airport in the state, BZN offers the most direct flights and easy access to the entire region.
- Open Lands: Yellowstone Country features public access to BLM lands, Forest Service land and national parks, all just a short distance from any point in the region.
- Four Montana State Parks provide recreation and culture/history: Cooney Reservoir is a premier outdoor/recreation venue, and Missouri River Headwaters and Madison Buffalo Jump state parks are well known for both outdoor recreation and culture/history. Greycliff Prairie Dog Town State Park is unique and fun for family recreation. There are also camping and RV options located at or nearby the parks.

Challenges:

- Inclement Weather Conditions/Natural Disasters: Fire, floods, etc.
- Climate Change: Changes in climate affect recreational opportunities (such as fishing), the economy (tourism and related jobs) and our environment (wildlife and plant populations).
- Transportation Issues: Public transportation, seasonality of service.
- Economic Climate: Budget cuts.
MONTANA BRAND PILLARS
YC aligns effortlessly with Montana's Brand Pillars. There is an abundance of spectacular, unspoiled nature, and given the multitude of recreational options, the region certainly meets the definition of offering breathtaking experiences. As with the majority of Montana, our communities are known for having friendly, hospitable people who work hard to help make a visitor's experience one to remember.

- **SPECTACULAR, UNSPOILED NATURE** Yellowstone Country is anchored by two major iconic destinations: Yellowstone National Park and the Beartooth All-American Road (BAAR). Custer Gallatin National Forest, Absaroka-Beartooth and Lee Metcalf wilderness areas, BLM areas and city/country trail systems are all within a short distance from population centers, so, one can be in any community in the region and truthfully say they are "surrounded by spectacular, unspoiled nature." From the mountaneous areas to the wide-open prairies, YC abounds with the very best Mother Nature has to offer.

- **BREATHTAKING EXPERIENCES BY DAY, RELAXING HOSPITALITY AT NIGHT** As the Montana region that borders Yellowstone—America's first national park—there's something for both the adventurous and those who prefer the quiet side of the outdoors. Whether that includes hitting the ski slopes and trails, soaking in natural hot springs, camping in any season (and in any style of lodging), or exploring the great outdoors by hiking, mountain biking, snowmobiling or even dog-sledding, Yellowstone Country has it all. The region has a multitude of art galleries, nature centers, museums and historical sites. Local attractions, festivals and events offer fun opportunities for visitors to immerse themselves in community culture, whether it's attending a rodeo, taking in a lively music festival, participating in and/or watching an exciting winter ski or snowmobile event or just spending time taking in the surroundings. Breweries and distilleries are popular, and YC is known as a great place to experience this "lifestyle" culture. Local eateries are always a top priority for visitors, and range from casual to fine dining, with cuisine available for any taste or dietary restriction/preference.

- **VIBRANT, CHARMING SMALL TOWNS THAT SERVE AS GATEWAYS** Showcasing the region’s diverse, welcoming communities is an integral part of YC’s marketing strategy. Each place has a unique local culture that makes it stand apart from neighboring towns. Explore Gardiner, Red Lodge, Cooke City, Livingston, Bozeman, Big Sky, West Yellowstone and many more in between. There are hidden (and not-so-hidden) gems for experiencing local community hospitality. Better yet, these communities are the gateways to whatever and wherever a visitor wants to experience.

3. How will your marketing plan address the three phases of the travel decision process of inspiration, orientation and facilitation?

Direct marketing campaigns and each of the associated marketing tools/resources (website, social media platforms, travel planner and scenic map, etc.) are all highly integrated, providing the right information at the right time during the inspiration, orientation and facilitation phases of trip planning.

**INSPIRATION:** Campaign messaging and imagery are specifically designed to address the inspiration phase to targeted audience segments. By leveraging YC’s tagline, “Boldly Go,” the Yellowstone Country brand will continue to embody the spirit of visitors. This messaging inspires visitors and potential visitors to view themselves, and their destination, through the lens of Montana’s brand…free-spirited, adventurous, genuine and captivating.

Local events throughout the region also provide ample opportunities for creative, inspirational marketing.

Email communication to targeted audiences promotes specific opportunities at critical points throughout the year, allowing for relevant communication to reach the right people.

Social Media supports the Inspiration and Orientation phases, as we consistently engage consumers throughout a season or in relation to a specific community, event, attraction or activity. We utilize consistent blog posts to tell the stories of our culture, recreation, people and events and are seeing terrific engagement. Potential opportunities include: increased social video content; Snapchat filters, Instagram takeovers, stories and video; Pinterest pins; and Facebook Live videos. Finally, we'll continue to use unique hashtags (#yellowstonecountry and #BoldlyGoMT) to encourage organic discussions specific to the YC brand.

Perhaps most critical, though, is our continued partnership and alignment of internal and external resources. We partner together to develop a comprehensive social media plan, lining up internal and external resources to create efficiencies and ROI.

**ORIENTATION AND FACILITATION:** The Yellowstone Country website, call center, travel guide and scenic road map are the primary resources for helping travelers with the orientation and facilitation phases, although all have functions during the inspiration phase as well. These innovative resources are designed to make the travel planning process as easy and efficient as possible.

The website creates a seamless experience for visitors, providing an itinerary builder to facilitate planning while simultaneously gathering information to help target future communications to users’ interests.

The call center provides personalized assistance to people interested in (or currently visiting) Yellowstone Country. It also provides the opportunity to gather data about visitors and prospective visitors, which informs future planning.

The travel guide provides in-depth information on the entire region, spanning seasons, activities and events.

The scenic road map helps draw people from Yellowstone National Park into the surrounding areas, offering many possibilities for scenic drives in the region.

In addition, Yellowstone Country participates in national press events in key markets, providing a unique opportunity for orientation and facilitation. Targeted marketing campaigns in these markets, aligning with press events, encourage additional and continued conversation. Branded promotional boxes (including high-quality swag items and local treats), provide an opportunity to keep top-of-mind presence with attendees.

Following press events, custom itineraries are crafted for select media members to visit the region and provide targeted coverage to their respective audiences.

Finally, YC funds 10 Visitor Information Centers throughout the region. VICs provide an opportunity for staff, who are osteosarcoma local brand ambassadors, to engage visitors during all three phases, helping to create positive visitor experiences.

Optional: Include attachments here

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

TARGET MARKETS
In FY18, key geographic markets included:
New York, NY
Los Angeles, CA
Chicago, IL
Washington, DC
Denver, CO
Detroit, MI
Dallas/Fort Worth, TX
San Francisco, CA
Atlanta, GA
Minneapolis/St. Paul, MN

These markets were identified based on Destination Analysts reporting. Bold locations represent press event focus areas in FY17 and FY18.

In FY19, key geographic markets include:
- California
  - San Diego
  - Fresno
  - Los Angeles
  - Sacramento
  - San Francisco
San Jose
Modesto
Direct flights: Los Angeles and San Francisco

Illinois
Chicago
Rockford
Downers Grove
Direct flight: Chicago

Texas
San Antonio
Houston
Dallas
Fort Worth
Austin
Direct flights: Dallas/Fort Worth and Houston

Florida
Jacksonville
Tampa
Miami
Orlando
Naples

Ohio
Cincinnati
Youngstown
Dayton
Columbus

Pennsylvania
Pittsburgh
Philadelphia
York

New York
New York
Rochester
Staten Island
Brooklyn
Direct flights: Newark and New York La Guardia

Wisconsin
Milwaukee
Eau Claire
Waukesha
Green Bay

Michigan
Holland
Grand Rapids
Detroit
Flint

Missouri
Saint Louis
Kansas City
Flimmsaat
Poplar Bluff
Springfield

Indiana
Indianapolis
Fort Wayne
South Bend

Minnesota
Key Demographic Markets for Yellowstone Country:
- City dwellers (i.e., not rural, not suburban)
- Affluent with a household income over $80k
- Well-educated
- Married with children

Key Psychographic Markets for Yellowstone Country:
- Social Class - middle to upper class (in terms of disposable income)
- Lifestyle - active, outdoor-recreation-oriented, frequent travelers
- Opinions - interested, but primarily influenced by desire to experience things for themselves
- Activities and Interests - outdoor activities, history and culture, families
- Attitudes and Beliefs - environmentally conscious, adventurous spirits, love nature, technology-savvy - using mobile devices in all stages of planning and travel

**These characteristics were identified based on Destination Analysts reporting.

EMERGING AND NICH MARKETS

In-State Residents
- If budget allows, we will create in-state ‘staycation’ campaigns for Montanans, promoting the spring and fall shoulder seasons. Messaging will encourage locals to take advantage of Montana’s beauty and adventure, all while escaping the crowds of peak seasons.

A subset of the in-state audience is visiting friends and family members.

Western Ski Audiences
- Direct marketing to skiers who frequent western ski resorts (i.e., Colorado and Utah), in addition to a continued presence in Dallas, Chicago, Atlanta and San Diego, promoting YC’s accessibility and adventure.

Motorcyclists
- Motorcycle travel is a growing niche market who provide ample opportunities for targeted messaging within the region, and potentially in partnerships with neighboring regions. Opportunities include itineraries and maps featuring unique and appealing roadways, targeted media buys and a combination of in-state (drive) and out-of-state (fly-drive) messages.

Snowmobilers
- Snowmobiling continues to expand in popularity and attract new audiences. Between guided trips and the option to go al on your own, there’s something for everyone. Snowmobiling campaigns could be focused within the region, or potentially in partnership with other regions. Similar to the motorcycle audience, snowmobile campaigns could include itineraries, maps, targeted media buys and a combination of in-state (drive) and out-of-state (fly-drive) messages.

Birding Enthusiasts
- Birding has become a valuable niche activity, and there are plenty of locations within the region, and in neighboring regions, that continue to draw this group. One potential way to capture this audience would be to create a map of birding locations, such as the Missouri Headwaters State Park) and events such as Bridger Bowl’s Raptor Festival in October. Detailed information could be provided by break-out maps of specific locations within the larger map. This could be accomplished within region, or with partner regions, ideally expanding to a state-wide birding map over time.

Military Families
- Military families and bases present a unique niche marketing opportunity as well. Due to the nature of their work, military families often travel at various times throughout the year (not necessarily restricted to standard summer and winter trips), and tend to take longer vacations in comparison to civilian families. In addition, bases often provide news and communication outlets unique to bases, providing targeted channels to reach this group. There is an opportunity to test the niche marketing with an in-state audience at the Malmstrom Base. Again, this could be a project within the region or with partnering regions.

Craft Beverage Enthusiasts
- Craft beverage venues (breweries, distilleries, wineries, cideries) have a growing following, and are found frequently throughout Montana. A targeted campaign could be considered for a craft tour, for instance.

Entertainment Seekers
- If budget allows, we will capitalize on visitors who are coming to Montana for entertainment purposes (i.e., concerts, festivals, rodeos, etc.), encouraging them to extend their visit to include time exploring Yellowstone Country. As new venues, such as Bozeman’s historic Rialto theatre, continue to sprout up, additional audiences will be drawn to Yellowstone Country for entertainment.

Western Culture Seekers
- With a wide variety of ranch-style accommodations spanning from working dude ranches to five-star venues, there are ranches to suit every visitor’s idea of the perfect western vacation. Similarly, outfitters provide hands-on, genuine experiences in Yellowstone Country. With many visitors drawn to an authentic Montana experience, ranches and outfitters provide another means to reach a niche audience.

International Visitors
- Downloadable PDFs of brochures, travel guides, unique landing pages, etc.

Urban Areas
- Marketing campaigns aligning with press events. Selecting urban areas of focus in relation to identified key markets. At a state level, anticipated markets include return trips to additional urban areas in California and Texas, in addition to new markets in New York, Pennsylvania and Minnesota.

Direct Flight Markets
- Create awareness around direct flights and entice travelers to consider Yellowstone Country as their next destination.

The Bozeman Air Transportation Committee continues to work on bringing new and increased air service to the region through planning and marketing efforts. The committee is a public/private partnership between Yellowstone Country, Bozeman CYB, Big Sky CYB, Big Sky Resort, Yellowstone Club and the Gallatin Yellowstone International Airport.
Seek & implement partnerships throughout the region to better "showcase" outdoor recreation opportunities and historically significant sites. This local culture or "flavor" helps visitors have the authentic experience they are seeking.

Observations of any specific changes/trends are noted by the travel counselors. The 2017 regional analysis of ITRR data shows that 30% of the visitors who spent at least one night in Yellowstone County utilized the visitor information center (VIC).

Yellowstone Country provides staff funding for 10 VICs located throughout the region for the warm season Memorial Day – September. As a requirement of the funding, VICs compile statistical information including where visitors are from, how many in the party, primary/secondary reasons for travel to the area, types of activities they participate in, and events they plan to attend. Observations of any specific changes/trends are noted by the travel counselors. The 2017 regional VIC data report shows 553,558 (up from 507,844) visitors during the 2017 season. 2017 ITRR data specific to West Yellowstone shows that 30% of the visitors who spent at least one night in West Yellowstone utilized the VIC.

ITRR 2017 non-resident study data shows the average length of stay for non-resident visitors to MT was 5.89 nights, with 69% of those in Yellowstone County. 13% were first-time visitors to the state, and 74% were repeat visitors. 53% of non-residents said their primary reason for visiting is vacation/recreation/pleasure.

According to ITRR's Focus on Activities report, visitors are interested in the very activities Yellowstone Country is promoting:

- Removing the typical "mass" tourism activities for each quarter (scenic driving, recreational shopping, attending a family event), niche activities emerged as a favorite and meaningful experience during travelers' Montana trips for each quarter: Day hiking, watching wildlife and nature photography were universal favorites for all four quarters. Additional niche activities per quarter were:
  
  Q1: skiing/snowboarding, snowmobiling, visiting breweries, hunting
  Q2: Car/RV camping, fly-fishing, visiting historic sites, visiting breweries
  Q3: Car/RV camping, fly-fishing, motorcycle touring, visiting historic sites, rafting/floating
  Q4: Hunting, Car/RV camping, fly-fishing, dining as a special activity

The following ITRR data shows those activities visitors were participating in while in the Yellowstone Country region:

- 64% Scenic driving
- 50% Wildlife watching
- 47% Day hiking
- 38% Nature photography
- 25% Recreational shopping
- 25% Car/RV camping
- 25% Visiting historic sites
- 14% Visiting museums
- 10% Visiting local breweries
- 10% Visiting Lewis and Clark sites
- 10% Fishing/RV fishing
- 8% Skiing/snowboarding
- 4% Attending festivals and events
- 4% Attending secretly locations
- 4% Attending local fairs and events
- 3% Visiting attractions
- 3% Visiting local breweries
- 2% Visiting art exhibits, river rafting/floating, canoeing/kayaking, farmers markets, dinosaur attractions, etc.

"The BZN airport provided the following 2017 data (January 10, 2018):

- Bozeman Yellowstone International Airport (BZN) handled 1,199,537 passengers during 2017. This is up 8.3% compared to 2016 and is the eighth consecutive year of record-breaking passenger traffic at BZN. Annual passenger traffic at BZN has increased by more than 500,000 passengers since 2010, and BZN now accounts for 30% of all airline passengers traveling to and from Montana.
- During 2017, the three fastest-growing markets from BZN were Delta to Philadelphia, United to New York/Newark, and United/Alaska to San Francisco. Over the past year, four of BZN's top ten markets are to cities that do not have nonstop service from New York/Newark, San Francisco, or Los Angeles.
- In 2017, BZN was the 11th busiest airport in the northwest-Montana, Washington, Idaho, Oregon, and Alaska—by passengers traveling to and from Montana.
- BZN is the eighth busiest airport in the seven-state northwest region of the country (including Colorado, Utah, Wyoming, Idaho, Montana, Oregon and Washington) and the 105th busiest airport in the nation in terms of passengers.

Passengers totals in and out by airline brand in 2017 were:

- Delta Air Lines – 408,912
- United Airlines – 426,798
- Alaska Airlines – 150,481
- American Airlines – 74,405
- Allegiant Air – 57,870
- Frontier Airlines – 18,190
- Charter/Ark Airline – 4,413

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

YC is looking for additional opportunities to create co-ops impacting direct flight markets. For instance, Yellowstone Country has worked in cooperation with the air transportation community (comprised of airport representatives, local partners and MTOTBD) to implement marketing campaigns in targeted markets to increase air service.

Moving forward, we are interested in developing further strategies to partner with MTOTBD to support our marketing efforts and goals from both a seasonality and targeted audience perspective. In FY18, we are most likely to participate in LiveInternet, Sojern and OnTheSnow joint ventures, in addition to maintaining our current involvement in TripAdvisor joint ventures. Highly targeted research opportunities would also be very useful. We would likely partake in research projects that provide relevant data that helps to define the target audience as well as follow-up research and/or conversion studies for evaluative purposes.

Given the recent creation/implementation of the Indian Country tourism region, YC would be interested in participating in MTOTBD-led marketing projects with the all the regions and the CVBs.

Optional: Include attachment here.

b. In what other types of co-ops would you like to participate? (Optional)

Building partnerships with organizations and businesses throughout the region will also continue to be a major focus for Yellowstone Country. We expect to have many opportunities to combine marketing efforts to help leverage branding and budgets, within both the public and private sectors. One opportunity would be to provide cost sharing for smaller communities to access data and conduct surveys through TRR.

Due to scales of economy, many of the several regional CVBs wouldn’t be able to participate in large-scale efforts without YC’s partnership. Therefore, it is a primary goal to continue offering creative-marketing partnerships with feasible costs to our regional CVBs.

Additionally, YC will continue to vet opportunities to partner with Montana State Parks to promote the four state parks in the region as stand-alone destinations and as part of the "gigant" experience, i.e., stay longer, do more. Comparing the average state park visitor demographic profile to the YC visitor profile shows there is a strong similarity in these audiences.

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

Recent TripAdvisor JV campaigns have given the entire region a strong presence. MTOTBD’s Joint Venture winter digital campaigns have also been very successful for YC—our results have consistently performed above expectations and in multiple instances, the results have been far above industry and/or national benchmarks.

YC continues to partner with MTOTBD and other Regions/CVBs on the JV Dinosaur Trail attraction. A recent grant from MTOTBD (and matching funds from funding partners) has allowed for a rebuild of the trail website in 2018.

YC also participates in the Greater Yellowstone Region MapGuide brochure JV project, providing funding for brochure-updates & reprint projects as necessary.

Re international marketing, YC participates in the Brand USA JV annually when offered. This always seems to be a very effective way of reaching the broader international audience.

Optional: Include attachment here.

Optional: Include attachment here.

Optional: Include attachment here.

### Marketing Segment, Strategy & Budget

<table>
<thead>
<tr>
<th>Marketing Segment</th>
<th>Marketing Method</th>
<th>Does research support this method?</th>
<th>Describe your method.</th>
<th>Supporting research/statistics</th>
<th>How do you plan to measure success?</th>
<th>Provide a brief rationale.</th>
<th>Estimated budget for method</th>
<th>Marketing Method Evaluation</th>
<th>Are you using private funds to support this method? (optional)</th>
<th>Non bed tax funds used? (Yes/No) (Optional)</th>
<th>Add'l Attachments</th>
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<tbody>
<tr>
<td>Digital Advertising</td>
<td>Yes</td>
<td>The strategy for digital (and all media) is the following:</td>
<td></td>
<td></td>
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</tbody>
</table>
The primary objective of digital advertising is brand awareness. To attain success, we used metrics such as website visits, social media engagement, call center activity and social media engagement for a face-to-face connection.

The Facebook campaign's CTR was 0.12%. The FY19 YC digital campaign yielded a CTR of 28.6%. When social media is included, our CTR jumps to 38%. As stated with the number of clicks from FY18 in the above evaluation, that number of clicks pushed the FY18 numbers to 37%, which we believe to be an anomaly as it appeared to us in the campaign due to the high amount of digital advertising currently being used.

Cost Per Click (CPC): Our FY19 digital strategy was able to bring down our CPC to $2.22 as opposed to a mark of $10.50 during FY18. This change was due to our overall strategy. In our number of impressions in terms of cost.

Yes, we met our objective. Yes, we will continue to use this method, because the results show it is still a viable source of advertising. The FY19 print strategy did a terrific job of awareness of the Yellowstone Country brand. The goal to measure that success was to include website visititation numbers, social media engagement, call center activity and requests for additional information.

All of these metrics improved during FY19, though they cannot all be attributed to the print strategy alone. Each one of these sectors saw an improvement, though the FY19 print strategy aided in these efforts.

Website traffic, call center activity and social media engagement were all up from FY18.

Additionally, while the placements and print reach are all bundled together in the Dropbox link below, some of these placements were not technically used in the Joint Venture budget line item due to our cooperative partners being bed-tax funded entities or MSTRB and/or due to the Joint Venture agreements. The Joint Venture publications were:

- Yellowstone Country Mail Order Guide
- Yellowstone Country Off-Road Magazine
- Yellowstone Country Monthly Newsletter
- Yellowstone Country Magazine
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Please see attached report for print result-reports.

All FY19 Print ads can be found at: https://www.dropbox.com/sid/skz2r34/1XAVmPf9t7OwJawv1?w=1&rlvnet=1
## FY19 MARKET 12 Month Response Variance

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<thead>
<tr>
<th>FY18 MARKET</th>
<th>12 Month Response Variance</th>
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<tbody>
<tr>
<td>BOSTON</td>
<td>+54%</td>
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<tr>
<td>LOS ANGELES</td>
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<tr>
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</tr>
<tr>
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<tr>
<td>MINNEAPOLIS</td>
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</tr>
<tr>
<td>ORLANDO</td>
<td>+2%</td>
</tr>
<tr>
<td>BALTIMORE</td>
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### Device Preferences

<table>
<thead>
<tr>
<th>FY18</th>
<th>FY19</th>
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<tbody>
<tr>
<td>TOTAL</td>
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</tr>
<tr>
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</tr>
<tr>
<td>Tablet</td>
<td>10%</td>
</tr>
<tr>
<td>Desktop</td>
<td>5%</td>
</tr>
</tbody>
</table>
The objectives for the travel planner and/or travel guide are to drive tourism to the region and help guide visitors into the communities. The success of the guide will be evaluated based on distribution numbers and visitor feedback.

Top Sources of Information Before Travel:
- Internet (60%)
- Friends/Networks (26%)
- Travel guidebooks (10%)
- Newspapers/magazines (5%)
- Television/online videos (5%)

Top Sources of Information During Travel:
- Travel guidebooks (76%)
- Personal experience (19%)
- Friends/family (4%)
- Internet (4%)

The strategy behind the map is to provide a tool that is easy to carry and understand, and easy to access information. The map is a vital component of the visitor experience and a key tool for promoting the region.

Consumer: Travel Guide
Yes

The YC travel planner pursued and agreed to a bi-regionally distributed printed piece as a resource for all those responsible for regional promotion, especially in the areas of park and regional tourism. YC sent a map specific to Yellowstone Country and Gallatin Canyon to cover the area as a whole. YC'smapped the area and we also offered a more detailed map for specific areas.

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Consumer: Joint Ventures
Yes

The planner has also been able to monitor restocking requests will be carefully facilitated and monitored with our agency and contact Center to determine when orders are approved and/or as applicable.

Joint Venture marketing projects will be planned & implemented for specific target demographics/markets and may include strategic partnerships with radio/station, video, print, social media, and email advertising. This model works best to promote the region's special events and anticipation for special events.

Consumer: Printed Material
Yes

Yellowstone Country, a YC project, conducted and gathered research from local and industry advisors, including direct mail, social media, and may include any/all demographics/markets. This research was identified & projects will be based on performance reports.

We also worked with other regional destinations to understand new and emerging experiences.

See supporting research in digital and print advertising sections above.

The objectives for the travel planner and/or travel guide are to drive tourism to the region and help guide visitors into the communities. The success of the guide will be evaluated based on distribution numbers and YC feedback.

Based on the FY 9 requests from visitors, reports from distribution managers, and feedback from Information Centers, the road map is an integral component of the plan and mission. The road map is an integral component of the plan and mission.

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- Newspapers/magazines (5%)
- Television/online videos (5%)

Top Sources of Information During Travel:
- Travel guidebooks (76%)
- Personal experience (19%)
- Friends/family (4%)
- Internet (4%)

The strategy behind the map is to provide a tool that is easy to carry and understand, and easy to access information. The map is a vital component of the visitor experience and a key tool for promoting the region.

Consumer: Travel Guide
Yes

The YC travel planner pursued and agreed to a bi-regionally distributed printed piece as a resource for all those responsible for regional promotion, especially in the areas of park and regional tourism. YC sent a map specific to Yellowstone Country and Gallatin Canyon to cover the area as a whole. YC'smapped the area and we also offered a more detailed map for specific areas.

Top Sources of Information Before Travel:
- Internet (60%)
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- Internet (4%)

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Consumer: Joint Ventures
Yes

The planner has also been able to monitor restocking requests will be carefully facilitated and monitored with our agency and contact Center to determine when orders are approved and/or as applicable.

Joint Venture marketing projects will be planned & implemented for specific target demographics/markets and may include strategic partnerships with radio/station, video, print, social media, and email advertising. This model works best to promote the region's special events and anticipation for special events.

Consumer: Printed Material
Yes

Yellowstone Country, a YC project, conducted and gathered research from local and industry advisors, including direct mail, social media, and may include any/all demographics/markets. This research was identified & projects will be based on performance reports.

We also worked with other regional destinations to understand new and emerging experiences.

See supporting research in digital and print advertising sections above.

The objectives for the travel planner and/or travel guide are to drive tourism to the region and help guide visitors into the communities. The success of the guide will be evaluated based on distribution numbers and YC feedback.

Based on the FY 9 requests from visitors, reports from distribution managers, and feedback from Information Centers, the road map is an integral component of the plan and mission. The road map is an integral component of the plan and mission.

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- Internet (4%)

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The strategy behind the map is to provide a tool that is easy to carry and understand, and easy to access information. The map is a vital component of the visitor experience and a key tool for promoting the region.

Consumer: Travel Guide
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The strategy behind the map is to provide a tool that is easy to carry and understand, and easy to access information. The map is a vital component of the visitor experience and a key tool for promoting the region.
**Consumer Multi-Media Marketing**

Marketing Support

The administrative budget is the amount that shows up to pay for the administrative office, including the events, etc., in the consumer advertising budget. This will be reported on the consumer advertising budget.


According to business articles, nonprofits should have an Opportunity/Reserve Fund budget. In our case, the administration budget is the amount that will be used to pay for the administrative office, including the events, etc.

We will measure success by looking at the consumer advertising budget. This will be reported on the consumer advertising budget.

$200,000.00

Yes, we met our objective of implementing multi-media projects in our marketing mix; however, these efforts were not to other consumer Advertising projects/nachapartments to accomplish that objective. Yes, we will continue to use this method -- multi-media campaigns are very relevant, and we will move them under the specific methods for which they relate. For example, if we did email/campaign/campaigns, not just as a stand-alone campaign, but as part of a larger marketing strategy. As a result, we included in the multi-media method.

**Marketing Support Opportunity**

Marketing Support

The administrative budget is the amount that shows up to pay for the administrative office, including the events, etc., in the consumer advertising budget. This will be reported on the consumer advertising budget.


According to business articles, nonprofits should have an Opportunity/Reserve Fund budget. In our case, the administration budget is the amount that will be used to pay for the administrative office, including the events, etc.

We will measure success by looking at the consumer advertising budget. This will be reported on the consumer advertising budget.

$100,000.00

Yes, we met our objective of implementing the annual operations for the organization. Yes, we will continue to use the Administrative budget. This will be reported on the consumer advertising budget.

Table: FY19 EM.csv

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</tr>
<tr>
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Travel Guide Certified Folder Fulfillment Numbers - Missoula Warehouse Remaining Numbers:

<table>
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<tr>
<th>Month</th>
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<tr>
<td>July 2018</td>
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<tr>
<td>August 2018</td>
<td>42300</td>
</tr>
<tr>
<td>September 2018</td>
<td>15660</td>
</tr>
<tr>
<td>October 2018</td>
<td>13950</td>
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<tr>
<td>November 2018</td>
<td>7650</td>
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<tr>
<td>December 2018</td>
<td>6120</td>
</tr>
<tr>
<td>January 2019</td>
<td>3780</td>
</tr>
<tr>
<td>February 2019</td>
<td>1000</td>
</tr>
<tr>
<td>March 2019</td>
<td>2880 (Remaining inventory from storage at Montana Transfer moved to warehouse)</td>
</tr>
<tr>
<td>April 2019</td>
<td>1170</td>
</tr>
<tr>
<td>May 2019</td>
<td>100</td>
</tr>
<tr>
<td>June 2019</td>
<td>190</td>
</tr>
</tbody>
</table>

Travel Guide CTM Media Group Fulfillment Numbers - Regional Warehouse Distribution Numbers:

**Berkshires Warehouse**
- 2019 February - 90
- 2019 May - 90

**Starved Warehouse**
- 2018 July 0.63 - Delivery
- 2018 July - 90
- 2018 August - 90
- 2018 September - 90
- 2018 October - 90
- 2018 November - 90
- 2018 February - 90
- 2018 April - 90
- 2018 May - 90
- 2018 June - 90

**Stamford Warehouse**
- 2018 July 7,650 - Delivery
- 2018 July - 90
- 2018 August - 90
- 2018 September - 90
- 2018 October - 90
- 2018 November - 90
- 2018 December - 90
- 2019 January - 90
- 2019 February - 90
- 2019 March - 90
- 2019 April - 90
- 2019 May - 90
- 2019 June - 90

**Atlanta Warehouse**
- 2018 July 2,430 - Delivery
- 2018 July - 90
- 2018 August - 90
- 2018 September - 90
- 2018 October - 90
- 2018 November - 90
- 2018 December - 90
- 2019 January - 90
- 2019 February - 90
- 2019 March - 90
- 2019 April - 90
- 2019 May - 90
- 2019 June - 90

**Chicago Warehouse**
- 2018 July 1,260 - Delivery
- 2018 July - 90
- 2018 August - 90
- 2018 September - 90
- 2018 October - 90
- 2018 November - 90
- 2018 December - 90
- 2019 January - 90
- 2019 February - 90
- 2019 March - 90
- 2019 April - 90
- 2019 May - 90
- 2019 June - 90

**Minneapolis Warehouse**
- 2018 July 5,580 - Delivery
- 2018 July - 90
- 2018 August - 90
- 2018 September - 90
- 2018 October - 90
- 2018 November - 90
- 2018 December - 90
- 2019 May - 90
- 2019 June - 90

**Philadelphia Warehouse**
- 2018 August - 90
- 2018 September - 90
- 2018 October - 90
- 2018 November - 90
- 2019 February - 90
- 2019 March - 90

**Washington Warehouse**
- 2018 July 2,680 - Delivery
- 2018 August - 90
- 2018 September - 90
- 2018 October - 90
- 2018 November - 90
- 2019 January - 90
- 2019 February - 90
- 2019 March - 90
- 2019 April - 90
- 2019 May - 90
- 2019 June - 90
We will continue to use this method, as the VICs fulfill a vital function to the visitor experience.

Summary FY 19.doc

VIC Completion Top 15 states
Although not a traditional use of marketing research, we embraced the opportunity to leverage partnerships with the local tourism community. Importantly, we engaged in real-time conversations with the tourism community, offering up a bi-weekly support service to help in coordination with our marketing colleagues to highlight the potential for unique destinations, sensory events and experiences, and regional communities.

What Value

Corporate Travel Council

- Personal: alignment and engagement with visitors
- Business: make guests feel welcome and well taken care of
- Social: local tourism community

Support


- Increase in attendance at community events
- Increase in revenues for community businesses
- Expansion of the product
cultural events continue to grow and become more to offer visitors
- Events become market-driven and/or become a "signature event" Ryan provided grants for 5 sites to evaluate various strategies. All funds were used for visitation monitoring and promoting activities. Activities are one of the many destinationsocolateable objectives.

- Frequent competitiveness and attractiveness. Many locations are now actively developing their tangible

- Culture and creative
culture among travelers--particularly affluent, active, and frequent travelers--is on the rise.


- Yes, we met our objective. Yes, we will continue to use research as a method; current marketing research specific to what we do is

- Yes, we met our objective. Yes, we will continue to use research as a method; current marketing research specific to what we do is

- http://business.tutsplus.com/articles/why-is-marketing-research-important--cms-31593

- Yes, we met our objective. Yes, we will continue to use research as a method; current marketing research specific to what we do is

- Yes, we met our objective. Yes, we will continue to use research as a method; current marketing research specific to what we do is

- No

- Yes

- No

- Yes

- No

- Yes

- No

- Yes

- No

- Yes

- No
Help define how best to advertise to the target market

Help define our competitive edge

<table>
<thead>
<tr>
<th>Party Sizes</th>
<th>1</th>
<th>2</th>
<th>3-4</th>
<th>5+</th>
</tr>
</thead>
<tbody>
<tr>
<td>Help came to US</td>
<td>CANADA - MEX - LA - CO</td>
<td>CANADA - MEX - CO</td>
<td>CANADA - MEX - CO</td>
<td></td>
</tr>
<tr>
<td>Why Visited - Currency - Attractions</td>
<td>Why Accessible - Local - Fee Concerns</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

New this year:

Visitor Guide Utilization: 58% 60%
Website Utilization: 68%
Social Channels: 29/50

- All positive reviews on visitor guide thus far – really positive on maps when mentioned
- All positive on website (more photos - more information on shoulder season things to do)
- Negative: want more ideas on things to do, more kid friendly and pet friendly ideas
- Visitor website easier to find in search - still had some trouble finding the website and URLs for the region.
- Live help was mentioned in its role as a very positive customer service feature provided by YC. Thought we should promote it even more and make it easier to access.

Based on 500 Visitor Guide email based completed surveys (2,012 sends)

<table>
<thead>
<tr>
<th>FY18</th>
<th>FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visitor Guide Received</td>
<td>YES 448</td>
</tr>
<tr>
<td>Visitor Guide Helpful</td>
<td>YES 412</td>
</tr>
<tr>
<td>Visitor Guide Mailed Condition When Received</td>
<td>Good 442</td>
</tr>
</tbody>
</table>

Suggestions for Visitor Guides:

1. Deals and offers for lodging/experiences
2. Itinerary suggestive content
3. Native American content
4. Diversity in photos / images

Feedback:

1. Loved photography
2. Great feel for the region from the copy provided
3. Great maps
4. Lots of information they did not have prior
5. Loved the attention spent on seasons and small towns
6. So much more to experience in the region beyond Yellowstone Park!

Based on 38 map recipient completed surveys (539 sends)

<table>
<thead>
<tr>
<th>FY18</th>
<th>FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Map received?</td>
<td>YES 47</td>
</tr>
<tr>
<td>Map helpful?</td>
<td>Very 43</td>
</tr>
<tr>
<td>Map suggestions / feedback?</td>
<td></td>
</tr>
</tbody>
</table>

1. Loved the foldable format
2. Very easy to use
3. Clearer identification of airports
4. Weather information
5. Wyoming information

Dallas Inquiry Survey - 50 Completed Calls (149 attempts)

<table>
<thead>
<tr>
<th>FY18</th>
<th>FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visited Yellowstone Country</td>
<td>YES 43</td>
</tr>
<tr>
<td>Texas origin of YES</td>
<td>Dallas 30 Houston 6 Austin 2 San Antonio 1 Other 4</td>
</tr>
<tr>
<td>Season</td>
<td>Summer 10 Winter 12 Spring 8 Fall 1</td>
</tr>
<tr>
<td>Positive Experience</td>
<td>VERY 40</td>
</tr>
</tbody>
</table>

General Feedback:

1. Direct flight was a major factor in decision to area.
2. Ski trip to Big Sky
3. Wanted to stay in Bozeman and did day trips across region.
4. Came via Billings and into Red Lodge and YNP.
5. Landed in Missoula and wanted to do Glaciers to Geysers route. 
6. Positive feedback on the people and employees at destinations.
7. Concern about weather conditions
8. Bozeman airport was a positive experience
9. One caller mentioned reading a local blog on the direct flight as the first time they heard about it - always wanted to visit Montana.
10. One visitor felt outfitter and guide pricing was high relative to experience and service was just ok. Did not want to share names.
11. One visitor considered about appearance but was unclear on routes traveled.
12. One visitor mentioned playing a role in travel planning and that it was a positive encounter.
13. Seven visitors mentioned they requested the visitor guide on the website and were pleased with the information and turn-around time.
14. One visitor discussed the map on their vacation as a very useful tool.
Publicity

Social Media

Yes

Social media continues to be one of the most important channels for generating awareness and conversions. Over 80% of all websites 21+ are now using social media. To improve our visibility in the marketplace, we are using social media to promote our brand and connect with influencers who can help spread the word.

PRWeek - "The PrWeek Social Media Marketing Strategy: 7 Tips for 2019"
- "Or, predictably 2019: We are entering a period with social media reaching $75 billion and that will influence the latest marketing channel strategies."
- "HubSpot, one of the leading platforms for social media marketing, will report a 10% growth this year, and the businesses with high social media traffic are those who use social media.
- Quarter your content and social media strategy to promote your brand.
- "We social media marketing should be part of your 2019 social media strategy."
- "Our success will be measured by increased..."
- "Social Media is a crucial component of the overall marketing strategy and..."
Publicity PressTrips depending on each trips - with custom individual trips to group trips - spanning from social influencers are Travel writers and explore the region. attendies and reaches outbound press event, Following each allocation of $500 to included a monthly continue and have indicating we should increase our budget to have prompted us to family and friends interactions between FY18 to focus on Facebook's algorithm in activities and local Yellowstone Country, and businesses in profiles of the people visit our area and share with unique angles to continue to invite exposure. We will generate 37% more website traffic from our popular content in our August of YC marketing campaigns. These included: whitewater rafting, journalists were on assignment or freelancing stories regarding outdoor recreation activities, complimentary services & goods and regional guides, at little to no cost to the region. These From our outbound press trips, we have hosted inbound journalists with arrangements, host 9 social journalists with arrangements, and businesses in Yellowstone Country, including a number of social media posts, pins on Pinterests and other drivers. The quanity as with all ventures is better with some than others but we have been impressed with These writers all had a large engagement, including some with over 100,000 following on certain social influencers are tagged on a variety of trips - spanning from Instagram to trip advisor to a social group to showcase our region. These include influencers who have a large following, including influencers who have a large following, with free experiences and activities marketing to reach unique audience. From our outbound press trips, we have hosted inbound journalists with arrangements, complimentary services & goods and regional guides, at little to no cost to the region. These We listed the following as how we measure success: Did we reach the target audience? Yes, we specifically targeted family travel (Shelley VanWitzenburg, Jeff Bogle, Colleen Padilla, Reid Ramsay), including a number of social media posts, pins on Pinterests and other drivers. The full influencer output is attached. We listed the following as how we measure success: Did we reach the target audience? Yes, we specifically targeted family travel (Shelley VanWitzenburg, Jeff Bogle, Colleen Padilla, Reid Ramsay), including a number of social media posts, pins on Pinterests and other drivers. The full influencer output is attached.
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<table>
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<tr>
<th>Attachment</th>
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<tr>
<td>Attachment 1</td>
<td>FY 19 Budget vs Actual report PIE CHARTS.xlsx</td>
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<tr>
<td>Attachment 2</td>
<td>FY 19 MT Dino Trail Report.pdf</td>
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<td>Attachment 3</td>
<td>FY 19 JV Boz CVB-JetBlue completion report.pdf</td>
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<td>Attachment 4</td>
<td>FY 19 JV Red Lodge Youtube press trip.xlsx</td>
</tr>
<tr>
<td>Attachment 5</td>
<td>MOTO Media May/June 2019.xlsx</td>
</tr>
<tr>
<td>Attachment 6</td>
<td>FY 19 FINAL BUDGET VS ACTUAL.xlsx</td>
</tr>
<tr>
<td>Attachment 7</td>
<td>FY 19 FINAL BUDGET VS ACTUAL.xlsx</td>
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<td>Attachment 8</td>
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### Marketing Method Budget

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### Miscellaneous Attachments

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<tr>
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<tr>
<td>FY19 Required Documents</td>
<td>FY19 Yellowstone Country Required Documents.pdf</td>
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