



Grant Details

80683 - FY20 Region/CVB Marketing Plan

86691 - FY20 Visit Southeast Montana Marketing Plan

DOC Office of Tourism

Grant Title: FY20 Visit Southeast Montana Marketing Plan
Grant Number: 20-51-004
Grant Status: Underway
Comments:
Applicant Organization: Visit Southeast Montana
Grantee Contact: Brenda Maas
Award Year: 2019
Program Area: DOC Office of Tourism
Amounts:
Contract Dates: Contract Sent
Project Dates: 06/13/2019
Grant Administrator: Barb Sanem
Contract Number: 20-51-004
Award Year: 2019



Contract Sent Contract Received Contract Executed Contract Legal

Project Dates 07/01/2019
 06/30/2020
 Project Start Project End

Comments
Amendment Comments

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?

A BRIEF HISTORY

Originally called "Custer Country," Visit Southeast Montana began in 1984 as an organization charged with helping bring tourists to the region. It was named for one of its most famous attractions, the Little Bighorn Battlefield. In 1987 the Montana Legislature enacted a 4 percent Lodging Facility Use Tax to fund tourism promotion organizations. At that time, Custer Country became one of six state-funded tourism regions in the state. This organization continued to market the 13 counties and two Indian Reservations of Southeast Montana. The Billings Chamber of Commerce was awarded the contract from the Montana Department of Commerce in 2010 to manage the region, and the organization relocated from Forsyth to Billings. In 2012, the Custer Country Board of Directors voted to change the name of the region to "Visit Southeast Montana."

From a traveler's perspective, it may seem like there is not much "out here." The FY20 marketing plan highlights the advantageous of "getting of the beaten path" in this region where the mountains meet the prairies.

THE ORGANIZATION

Visit Southeast Montana is a private, nonprofit organization managed by the Billings Chamber of Commerce. We serve as a voice for Southeast Montana's tourism and hospitality industries, seeking to promote the region's many attractions, events and communities while ensuring that tourism is recognized as one of the region's top economic drivers, especially when changes to local and state-wide legislation are considered. Visit Southeast Montana consists of (the equivalent of) two full-time staff positions under contract with the Montana Department of Commerce and is directed by a board consisting of no more than 21 members from across the region.

Visit Southeast Montana partners with the region's three Convention & Visitors Bureaus (Billings, Miles City and Glendive) along with hoteliers, chambers of commerce and other tourism-related entities including state parks, county and federal organizations, plus private businesses ranging from coffee shops and restaurants to guide services, art galleries and private tour operators. The stakeholders and tourism partners of Southeast Montana provide the essence, flavor, identity and unique character of the region.

MISSION

The mission of Visit Southeast Montana is to increase tourism to Southeast Montana by increasing the awareness of our region, showcasing our cultural heritage, developing memorable experiences and educating our residents about the economic benefits of tourism.

IDENTITY

Key Characteristics

This vast region, blessed with a diversity of people, geography and cultures, prides itself on connecting with visitors who enjoy our six very distinctive characteristics:

1. Outdoor Recreation - There is no doubt that opportunities for outdoor recreation abound across Southeast Montana – many exist on public lands and waterways. Fisherman will appreciate the world-class fishing opportunities available along the Bighorn and Musselshell Rivers, Bighorn Canyon National Recreation Area (BCNRA) and the Paddlefish Harvest along the banks of the Yellowstone River near Glendive, along with an emerging bass fishery on the Yellowstone River. Hunters continue to pay premium prices to travel to the Powder River area to bag trophy deer and antelope. The Bull Mountains near Roundup are a rising star for elk hunters, and Eastern Montana is becoming known throughout the surrounding states for being great bird hunting country, allowing hunters to stretch their hunting season with pheasant, grouse, chukers, ducks and geese. Hiking and camping enthusiasts will relish the freedom and solitude of the Custer National Forest, Chalk Buttes, Terry Badlands and Medicine Rocks State Park, along with the fore-mentioned Bighorn Canyon National Recreation Area. Makoshika State Park, Montana's largest state park, features some of the nation's most spectacular badlands scenery while the Terry Badlands remain pristine.

Outdoor adventure abounds within and near the city of Billings, too. Each year sees expanding trails with opportunities for biking and hiking. Plus, the Bureau of Land Management (BLM) sites (Four Dances, Canyon Creek and Action Recreation Areas) include recently-developed or enhanced trails. In 2019, Yellowstone Rivers and Parks Association, in conjunction with Our Montana, will open a new river access site on the Yellowstone River just south of Billings, creating an ideal stop in the Billings area for boating, fishing, rafting, kayaking and canoeing enthusiasts.

The plethora of pristine wilderness, wide-open spaces, public land and developing infrastructure is spans the region and dovetails perfectly with the recently-created Montana Office of Outdoor Recreation. Director Rachel VandeVoort spent two days in the region in 2018 and strong collaboration with that office continues.

2. Western Authenticity - Many states and regions like to think they possess true western culture, but in SEMT's rural communities, as well as the cities such as Billings and Miles City, visitors can get a true picture of everything that was right about the Old West. From Montana's largest state fair in Billings to feel-good, small-town rodeos, Southeast Montana communities have kept western hospitality alive. Standout western events include the Bucking Horse Sale in Miles City, the NILE and Chase Hawkes Rodeos in Billings and Little Bighorn Days in Hardin – from ranch rodeos to larger circuit Professional Bull Riders, the region hosts a rodeo almost every weekend of the warm season, plus plenty in other months. Authenticity is the key word when listing this strength. Simply traveling across the region solidifies that experience when a visitor may have to wait for cowboys to herd their cattle across the road or they experience the western lifestyle while visiting Southeast Montana's small communities, where the cowboys still ride horses.

3. Historical Significance - Southeast Montana contains a wealth of historical sites which are internationally known and are of great significance to the story of America. The Little Bighorn Battlefield National Monument, site of Custer's Last Stand and the nation's most famous Native American victory, is located in Bighorn County and is the third most-visited destination in Montana behind Yellowstone and Glacier National Parks. Pompeys Pillar National Monument bears William Clark's signature and is one of the few pieces of in-the-field, physical evidence remaining from the Lewis and Clark Expedition.

Many other state parks, museums and historic sites tell their own stories of pioneer life on the prairie, the Native American struggle to leave behind their nomadic way of life and the impact of the cattle trade on the American West. From large and well-known to more intimate, all are part of the story of the American West and can be experienced in Southeast Montana.

4. Accessibility and Facilities - Southeast Montana is fortunate to contain two of the state's busiest highways, Interstate 94 and Interstate 90. Billings Logan Airport boasts United, Delta, American, Alaska/Horizon and Frontier Airlines direct service to 10 destinations, including direct service to/from Dallas/Fort Worth along with extended seasonal direct service to/from Chicago from United Airlines and the newly-added value flights to/from

Denver via Frontier. Additionally, Cape Air provides Essential Air Service (EAS) to Billings from five eastern Montana communities: Glendive, Sidney, Glasgow, Wolf Point and Havre.

This brings travelers directly into Southeast Montana. Billings has the state's largest and most advanced convention facilities with capacity for up-to 700 attendees, many who will extend their professional trip with personal travel. Shoppers are also drawn to the region's boutiques and major shopping centers. Lodging opportunities in Southeast Montana are incredibly diverse, including everything from 4-star hotels, to charming bed and breakfasts, RV parks, rustic camping, hunting and fishing lodges.

5. Dinosaur Adventure - The plains, prairies and buttes of Southeast Montana are dinosaur country. Famous dinosaurs taken from the Southeast Montana area of the Hell Creek Formation include Tyrannosaurus Rex, Maiasaura and Triceratops. Walk with the dinosaurs in Makoshika State Park and visit three museums and facilities that are active members of the well-established Montana Dinosaur Trail. The museums showcase the many paleontological treasures which have been discovered in Eastern Montana. Museums of particular interest to dinosaur enthusiasts include the Carter County Museum, Glendive Dinosaur & Fossil Museum, Frontier Gateway Museum and the Makoshika State Park Interpretive Center. Individuals and families can also opt for a private fossil dig or experience a "paleo adventure" in Makoshika State Park. This broad category includes fossil and rock collectors, most notably those looking for agates and petrified wood, transported downstream.

6. Native American Culture - When visitors from the eastern U.S., Europe, and Asia visit the West, they are innately curious about American Indian culture. They grew up reading stories and watching the movies about the tribes that once dominated the western frontier. Southeast Montana is fortunate enough to play host to Crow Fair, one of the last great Native American cultural events, held annually on the Crow Reservation. This event gives visitors the opportunity to witness how Native American culture has evolved and the importance the tribes continue to place on their history and traditions. The Northern Cheyenne reservation contains an incredible variety of historical sites, as well as opportunities to purchase hand-made gifts. The history of the region is inseparable from the history of the tribes who live in it to this day.

Key Challenges Facing the Region

1. Perception that Montana is far away and difficult to travel to. According to the 2016 Montana Destination Brand Research Study by Destination Analytics, Montana is perceived as challenging to access with associated time and cost that prohibits visitation. Conversely, Colorado (the top regional competitor) was cited as the best destination in regard to scenic beauty, potential for vacation road trip, family-friendly environment, national parks, winter recreational activities and places "I most want to visit." However, Montana as a whole and Southeast Montana specifically are well-positioned to capitalize on Colorado's weaknesses of crowded attractions; lack of or losing authenticity; high costs and over-development. Lastly, the increase of direct flights to Billings will facilitate more tourists traveling directly to Southeast Montana. For some urban travelers, they may spend more time traveling to the airport from their home than they will actually flying to Southeast Montana.

Additionally, U.S. Highway 212 (the "Warrior Trail") from Belle Fourche, South Dakota, through Broadus, to Crow Agency was underconstruction over the past two years. During that time, Wyoming capture much of the vehicle traffic. In FY19 both Visit Southeast Montana and Visit Billings promoted this route in the Rapid City/Spearfish, South Dakota corridor.

2. "Regions" are confusing - Tourists typically do not travel via regions, but rather travel to destinations. That is where the identity starts. A marketing campaign that weaves destinations with geographic location will enhance the brand. Additionally, regional partnerships will help strengthen the brand within both the state and four-state region. While the Montana brand should, and does, include Southeast Montana, it is easy for the individuality of the region to be lost within the great whole. The challenge is to be distinctive while still be intertwined within the Montana brand.

3. Distances Between Services - Today's traveler has higher expectations in terms of cellular service and connectivity to a global network. The distances between towns and services are a challenge to Southeast Montana – yet it is that very element that also enhances its appeal, as long as travelers know what to expect. For example, placing the "get away from it all" concept into a mini-marketing campaign that includes tear-off and downloadable maps and itineraries can help orientate the traveler. Additionally, educating the staff at the four regional Visitor Information Centers about the rest of the region will facilitate sharing of regional information.

4. Underdeveloped Tourism Product - Research from both Destination Analytics and the Institute of Tourism and Recreation Research has identified outdoor recreation as a top activity for Southeast Montana's target audience. Despite the wealth of unspoiled nature available, little infrastructure exists for many areas. Strengthening partnerships within the region will help identify tourism products that need assistance for wayfinding, signage and potential promotion. Additionally, working with these partners to secure tourism grants from the Montana Office of Tourism and Business Development may help overcome the funding obstacles. The recently-created Montana Office of Outdoor Recreation is a key partnership. Additionally, as Tribal Tourism continues to slowly develop, Visit Southeast Montana has and will continue to collaborate in ways that make sense for the region.

Alignment with Montana's Brand Pillars

The Montana Brand consists of three pillars, with which Visit Southeast Montana aligns:

1. More **spectacular, unspoiled nature** than anywhere else in the lower 48;
2. **Vibrant and charming small towns** that serve as gateways to our natural wonders; and
3. **Breathtaking experiences by day and relaxing hospitality at night.**

Southeast Montana is where the mountains meet the prairies and the rivers flow. As such, the region defines "spectacular, unspoiled nature" with Glendive being a primary example of a "gateway to natural wonders" (as found in Makoshika State Park). Unspoiled nature abounds in Southeast Montana, from the Big Sky Back Country Byway and Calypso Trail near Terry, to the haunting rock formations at Medicine Rocks State Park near Ekalaka, to the immense and majestic beauty of the Bighorn Canyon. The region is dotted with charming small towns such as Broadus, where a cowboy can still turn horses-and-wagon on the extra-wide main street to Terry, the home of Eveyln Cameron - each town exudes its own personality, built by generations of families, industry and storied events.

Long-standing events such as the Bucking Horse Sale (since 1950) or Crow Fair (more than 100 years) showcase "breathtaking experiences by day" while the "relaxing hospitality by night" can be found throughout the region's unique dining experiences and array of lodging options from rustic camping to luxurious facilities like Northern Hotel in Billings. The beauty of Southeast Montana lies in its natural wonders and the plethora of options for travelers and tourists alike -- including those from across Montana itself.

Describe your destination.

The Travel Decision Process

The typical traveler makes travel decisions in a three-phase process. These phases are Inspiration, Orientation, and Facilitation.

The **INSPIRATION PHASE** is the one in which the traveler is made aware of the general product and develops a desire to visit the destination. This phase is masterfully executed by the Montana Office of Tourism and Business Development, which uses Montana's key tourism draws to bring nearly 12 million visitors to the state each year. Visit Southeast Montana reinforces this inspiration with region-specific images and video.

The **ORIENTATION PHASE** is where the traveller begins researching the details of his or her trip. This phase focuses on the route the traveler will take to arrive at their chosen destination and the mode of transportation they will use to get there.

The **FACILITATION PHASE** is where the traveler tries to find things to see and do at the destination and on the way to the destination. This may include planning alternate routes and overnight stays to break the drive up into manageable daily distances.

Visit Southeast Montana will focus on the Orientation and Facilitation phases. In this way we can target the 'low hanging fruit' already traveling through our region on the way to Yellowstone National Park and other Montana destinations. Additionally, we can emphasize how Southeast Montana fits with the Montana brand for outdoor recreation, for example, without the disadvantages like over-crowding and expensive fees found with other DMOs. Finally, we will also promote the Inspiration and Facilitation phases to regional travelers, including residents of central and western Montana. We have determined this will be the most effective way to target within our limited budget.

Optional: Include attachments here

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

By looking at everything we do through the lens of the Travel Decision Process, Visit Southeast Montana is better able to strategically focus its marketing efforts to maximize the positive economic impact through tourism to our region with our limited budget. As such, our geographic, demographic and psycho-graphic target markets parallels the target market identified by the Montana Office of Tourism and Business Development, with ultra-niche markets identified here:

Geographic and Demographic

According to the 2016 Montana Destination Brand Research Study by Destination Analytics, the High-Profile Visitor (HPV) is not only attracted to Montana, he/she sees the destination as more attractive and competitive when compared to its regional competition. The HPVs are:

- City dwellers (not rural and not suburban)
- Married with children
- Well-educated
- Affluent (>\$80K)
- Younger (average age 36.4)
- Frequent travelers
- Male-oriented (54.3% male vs 45.7% female)
- Strongly attracted to and familiar with Montana's tourism offerings
- Likely repeat visitors
- Outdoor-oriented travelers (psychographic index)

The HPV's desired activity on a Montana trip relates directly to their psychographic profile of being outdoor-oriented travelers with these favored activities, as indicated in the graph on pages 44 -45 of the report, including:

#1: day hikes;

#3: dining out in restaurants;

#5: Visit Lewis & Clark-related historical sites;

#6: Drive scenic byways;

#7: Explore small towns and villages;

#8: Visit geological/dinosaur-related historical sites;

#9: Visit Native American history or cultural sites; and

#10: canoeing, kayaking or boating.

With the exception of #s 2 and 4 (GNP and YNP), all of these experiences are found in and emphasized by Southeast Montana, specifically Pompey's Pillar National Monument, Little Bighorn National Monument, Bighorn Canyone National Recreation Area and the Montana Dinosaur Trail.

It is obvious that Visit Southeast Montana has ideal offerings for the HPV, with 10 of the top 12 Desired Activities alligning with Visit Southeast Montana's pillars and regional opportunities.

Additionally, Destination Analytics identified two niche markets: Family travelers and history buffs. Both niches strongly align with Southeast Montana's strengths with history buffs fitting a cross-section of historical significance, western authenticity and American Indian culture.

Visit Southeast Montana will continue to build on these target markets as identified by MOTBD in addition to niche markets identified here.

NICHE MARKETS

Research conducted by the Institute for Tourism & Recreation Research supported a premise that many in the tourism industry have repeatedly stated: We – residents of Montana – love this vast, complex state and travel extensively throughout it. In fact, according to the 2018 Resident Travel in Montana report, including both resident and nonresident travel spending, total travel industry spending in Montana is \$6.23 billion dollars. Of that, 54 percent is contributed by nonresidents and 46 percent by resident travel within the state.

Based on this data, Visit Southeast Montana will launch a mini-campaign directed at the western side of Montana, identified as Bozeman and west. We will specifically highlight the Outdoor Recreation pillar including both soft (camping, kayaking, hiking) and rugged (hunting, fishing) activities for broad recreational appeal. In contrast to Montana's mountains, the badlands, breaks, buttes, canyons, coulees and flowing rivers of Southeast Montana offer unexplored opportunities for Montana residents and those in neighboring states.

Additionally, data requested from and compiled by Montana Fish, Wildlife and Parks demonstrates that hunting also bring travelers to Southeast Montana (FWP Regions 5 and 7) in October and November – specifically seeking big game. According to FWP, non-resident hunters (seeking permits in FWP regions 5 and 7) consistently originate from Washington, Minnesota and California.

Arrivalist data supports this across the majority of Southeast Montana's counties. For example, Powder River County's (Broadus) numbers peak in October - November. Both data sources re-enforce 1) Outdoor Recreation is a top activity or "reason to visit" while 2) Neighboring states (North Dakota, South Dakota, Wyoming) along with Washington, Minnesota and Colorado are top "arrival" markets. See attachments for graphs.

HISTORY BUFF

With the Little Bighorn Battlefield National Monument averaging nearly 300,000 visitors per year and Pompeys Pillar National Monument matching the "Visit Lewis & Clark historical sites" as the number 5 Desired Activity on a Montana Trip (according to Destination Analytics 2016 Montana Brand Study), Visit Southeast Montana will continue to market to the history buff in FY20.

ROAD-TRIPPERS

Also identified in the 2016 Montana Destination Brand Research Study by Destination Analytics, Inc., the road-tripper market includes travelers from Midwestern states who drive through the Southeast Montana region on the way to Yellowstone and Glacier national parks.

INTERNATIONAL

The Montana Travel Trade Office identifies the United Kingdom, Germany and Australia as the top three international target markets and Visit Southeast Montana will continue its strong collaboration with this group.

According to ITRR's 2017 Nonresident Visitation, Expenditures & Economic Impacts study, Overseas Visitors averaged \$1,015 per trip with an average stay of 5.82 days, compared to \$635 total per trip for an average of five days for Domestic Visitors. Therefore, aligning with the Montana Travel Trade Office's focus on UK, Germany and Australia is logical and continuous..

b. What are your emerging markets?

Considering the plethora of outdoor adventure opportunities, in FY20 Visit Southeast Montana will continue to look at mountain bikers and OHV (off-highway vehicles) riders under its Outdoor Recreation Pillar as emerging market. Additionally, astrotourism (travel specifically related to nighttime viewing of stars, moon, planets, sky) is emerging as a viable market across the state, with the plains and less rural areas having the greatest opportunities. We will look at this market in conjunction with other regions, MOTBD and Montana State Parks.

Work is currently underway, with an application to be submitted in August, 2019, for Medicine Rocks State Park to be designed as an International Dark-Skies Association park. This designation will support Southeast Montana as a destination for night-sky viewing.

Optional: Include attachments here.

c. *What research supports your target marketing?*

The report, *Montana: Destination Brand Research Study*, which was funded by MOTBD and completed by Destination Analytics, Inc. (attached) provides valuable information about the state's brand along with opportunities that align with Visit Southeast Montana's offerings.

SEMT also incorporates ITRR data, when applicable, to further enhance understanding of the target market along with newly-acquired data from Arrivalist located at <https://marketmt.com/Programs/Marketing/TourismResearch> (select Southeast Montana and/or county). While the region's visitation peaked in mid-summer, as expected, many counties actually had highest concentration of visitation in fall (late Oct - Nov), which is hunting season. By drilling down to the county level and observing trends over time, we can better understand the impact this niche market has on the region along with where they originate.

Hunting and fishing target marketing research from the Montana FWP is shown below.

General Deer		General Elk		Turkey		Migratory Bird	
WA	4942	WA	2446	MN	96	WA	2446
CA	2934	CA	1984	WA	80	CA	1984
MN	2682	MN	1770	CA	58	MN	1770
WI	2023	WI	1324	PA	44	WI	1324
ND	1557	ND	1270	ND	40	ND	1270
PA	1412	PA	1102	WI	36	PA	1102

Lastly, Visit Southeast Montana is intricately involved with the Eastern Montana Tourism Initiative and plans to fully integrate the results of this project into the regional marketing plan and budget wherever applicable, when the data becomes available.

STRATEGIC GOALS

1. GROW IN-REGION PARTNERSHIPS

A region as physically large as Southeast Montana is truly diverse, and as the foundation of Visit Southeast Montana, regional partners and stakeholders must be committed and strong. It is also within this diversity that the region's strength lies.

To grow and further enhance those relationships, we will focus on:

FY20 ACTION

- a) Connect with more Tourism Partners, sharing valuable resources and gaining more confidence in the value that tourism can bring to a community.
- b) Continuing with the herculean effort to reach each Tourism Partner – new and existing – to realize the full potential of strong relationships.
- c) Collaborate with Voice of Tourism to promote the opportunities and value of tourism within the region.
- d) Spend quality time within the region, presenting Visit Southeast Montana's successes and emphasizing the advantages of working with the region on joint, no-cost ventures such as the website. These quality interactions will also develop stronger inter-region communication to feed website, social media and earned media content.
- e) Evaluate Tourism Partner Workshop surveys from FY20 to develop additional, ready-to-implement topics and workshops for Partners.
- f) Continue efforts to connect with and assist Tribal Tourism, especially as it pertains to promotion of events and listings on southeastmontana.com and visitmt.com.
- g) Reinforce Tourism Partners website, emphasizing the tools for Partners, such as ordering bulk guides, *News You Can Use* (eblasts) and no-cost business listings.

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FY20 MEASUREABLES

- a) Track number of presentations (plus attendance at each) to in-region partners such as chambers, civic groups and the like. Give 6 presentations in FY20, with at least (2) in conjunction with Voice of Tourism.
- b) Increase visitation to Tourism Partner segment of new website by 25% and increase open rate of *News You Can Use* to 16.5%.
- c) Add 4 more SEMT Film Ambassadors to list at Montana Film Office.
- d) Build master list (spreadsheet) of Visit Southeast Montana Tourism Partners – have at least 10 partners confirmed in each community.
- e) Conduct marketing workshop for Tourism Partners (in 1-3 locations across SEMT) with at least 20 attending each session.

2. DEVELOP MARKETING PARTNERSHIPS

Rather than be an island looking for visitors, we will reach outside the region to facilitate and strengthen relationships with neighboring states, regions and DMOs along with MOTBD bureaus and programs. Initial steps could be a regional familiarization tour (“fam”), working cooperatively at larger leisure travel shows and/or initiating new cooperative marketing campaigns such as downloadable and/or printed inter-regional maps and itineraries. Working under the Montana brand we have and will continue to promote Southeast Montana as a destination to international markets, specifically UK, Germany and Australia, via the Montana Travel Trade Office. Additionally, we will:

FY20 ACTION

- a) Invite other Montana regions (specifically Missouri River Country, Southwest and Central) to collaborate on initiatives targeted specifically to the History Buff market (i.e. battlefields or Lewis & Clark sites).
- b) Continuing the Montana Dino Trail relationship (includes three locations in SEMT, plus three other MT regions).
- c) Work with connections specifically with tourism contacts in Sheridan, Cody and Gillette, Wyoming; Rapid City/Black Hills and/or State of South Dakota; and, Theodore Roosevelt NP, Medora and/or State of North Dakota.
- d) Connect with Tribal Tourism and collaborate when fits target market.
- e) Strengthen burgeoning relationship with Montana Film Office.
- f) Increase collaborative projects with Montana State Parks, including advertising and/or earned media efforts.

FY20 MEASUREABLES

- a) Produce thematic-specific itineraries and/or blog post (i.e. history) in collaboration with other regions.
- b) Collaborate with Montana State Parks to collaborate on at least (2) media opportunities.

3. SUPPORT TOURISM PRODUCT DEVELOPMENT

Growing in terms of service and sophistication is necessary for success in today’s tourism market. Travelers expect the conveniences of home with a authentic yet urban edge to their experience. As thus, we will support the development of new tourism products, as allowed within regulations, plus share our knowledge, expertise and influence to move a project forward. By focusing on Goal #1, we will be able to identify and refer tourism projects to MOTBD for further assistance. Additionally, we will monitor legislative policies that could affect tourism.

FY20 ACTION

- a) Continue to share the established public policy statement across the region, specifically in presentations (see above).
- b) Seek projects that need assistance or development. For example continue recent conversations about a “Night Skies Trail” in the plain of Montana (working title and current conversations), potentially developing a destination based on astrotourism.
- c) Ensure that all legislators and county commissions are included on *News You Can Use* and invite them attend regional presentations.

FY20 MEASURABLES

- a) Share new public policy statement, which reflects Visit Southeast Montana’s mission, with Tourism Partners via website and public presentations (as outlined in “Grow In-Region Partnerships” above).
- b) Work with at least (1) Tourism Partner to submit a grant for funding from MOTBD.

4. PRODUCE QUALITY MARKETING INITIATIVES

Visit Southeast Montana’s marketing methods will continue to follow the Inspiration- Orientation-Facilitation strategy outlined in this Marketing Plan. A key component, however, will be the integration across platforms along with branding and consistent messaging. For example, while social media may highlight upcoming events, it will incorporate the evergrowing photo library while weaving pre-designated messages (i.e. Southeast Montana is not as far away as you think; a trip #OutHereMT is worth the drive/flight) into the overall landscape. This seamless melding of messaging will be subtle but consistent from advertising, to social media, to branding and collateral, to media relations and appeal to the ever-growing global market.

FY20 ACTIONS MARKETING STRATEGIES

- a) **MARKETING SUPPORT:** Visit Southeast Montana will continue to operate out of the shared offices in Billings; the close proximity to Visit Billings staff facilitates collaboration and promotion of Southeast Montana when larger groups and tours stop in Billings or with media groups that move through the region. Additionally, we will continue to work with MOTBD’s international market specialists to enhance the United Kingdom,

German and Australian marketing efforts. Within the region, we will continue to serve our tourism partners both formally and informally by being a point of contact, sharing information from MOTBD along with social media opportunities, a quarterly newsletter and low-cost marketing strategies.

b) CONSUMER TRADE SHOWS: In terms of leisure travel shows, this year we will attend an outdoor recreation show in Minneapolis, Denver, Chicago and/or other regional shows, including those in western Montana, Wyoming, South Dakota or North Dakota. We will explore opportunities to attend larger shows cooperatively with other regions or CVBs and invite Board members or Tourism Partners (including the Office of Outdoor Recreation and MOTBD), where appropriate, to share their regional expertise with show attendees. We will also explore the option of a history-travel show as it fits the above-identified market.

c) PUBLICITY, SOCIAL MEDIA & MEDIA RELATIONS: With the expanding website, we will continue to increase focus on earned media in FY20, regionally, nationally and internationally, by selectively nurturing relationships, including publications/editors, freelancers and social influencers, that fit the Visit Southeast Montana pillars of outdoor recreation; western authenticity, historical adventure, dinosaur experiences and American Indian culture. The service from Cision (earned media tracking & media/freelancer database service) is a key component to this strategy. The blog (launched in January, 2019) will continue to facilitate interest and will be promoted socially. With the Travel Blog Exchange (TBEX) conference scheduled for Billings in September of 2019, will have intimate access to 400-450 bloggers, social media influencers and the like. We will optimize that exposure with several pre- and a post-fam(s) that highlight the "Wild, Wacky and Wonderful of Southeast Montana." Post-conference we will build on this exposure and momentum with continued focus and effort on content creators, leveraging the networking opportunity of TBEX. Lastly, we will collaborate with state and regional micro-influencers to delve into the western Montana and regional markets in an impactful fashion.

d) CONSUMER ADVERTISING: The bulk of the budget lies within this realm and will focus on the audiences identified above via very targeted digital advertising. We will also use a combination of digital, print and potentially geo-fencing to target the audiences described above. In partnership with Windfall, SEMT's agency of record, we will vet qualified leads from both the call center and from Yellowstone Country and Glacier Country's opt-in lead lists to target those with plans to visit Montana, those who have visited one of the national parks and/or those who will drive through Southeast Montana to get to a national park (i.e. Midwestern states), thus enhancing the "Accessibility" strength identified above.

e) PHOTO LIBRARY: Stunning imagery is a key element to the inspirational piece of the marketing funnel. During FY19, we put a concerted effort into revitalizing the photo library, adding more than 70 images plus creating a photo policy, which identifies three tiers. The third tier are photos available to Visit Southeast Montana's tourism partners. Additionally, we shot video while on photo shoots, to further leverage that budget. In March, 2019 we launched a general inspirational video across all channels. Moving into FY20, we will continue to expand the photo/video library. These images will be used across all platforms including social, paid and earned media in addition to printed materials, tradeshow support, fams (as requested), e-newsletters, blog posts and the ever-expanding website.

f) PRINT PROJECTS: The Visit Southeast Montana Travel Guide is the foundation of all marketing efforts—it tells the story of Southeast Montana. This piece has evolved from being a bi-annual guide with no advertising to an annual, private-fund project with a sophisticated magazine-style format. In FY20, we will again leverage private funds to produce and print the guide but use marketing funds to ship and distribute this keystone piece, which functions as the heart of SEMT's print collateral.

Additionally, we will develop and print other collateral to fit niche markets. For example, thematic itineraries, like history, as developed for the travel guide and website can also be printed for distribution at a specific trade show or mailing. Producing collateral across channels (print and digital) further stretches marketing dollars.

g) TELEMARKETING/FULFILLMENT: The travel guides and other collateral must get into the hands of the traveler. To facilitate that, we have dedicated additional funds fulfillment and distribution (contracts to be considered as they approach renewal dates). Additional collateral (such as thematic maps and itineraries) will be available from distribution center, regional VICs and via download from the website. Tourism Partners can also order the travel guide in bulk.

h) WEBSITE DEVELOPMENT: While VisitMT.com, the MOTBD's website may serve as the first point of contact for Montana visitors, the Southeast Montana website provides more details along with regional-specific inspiration, orientation and facilitation. In FY18, Visit Southeast Montana's agency of record, Windfall, created a new website, which "scrapes" content from VisitMT.com but still allows for more creative and timely control at the regional level. In FY19 the website was further built out and optimized. We launched a blog in January 2019, which leads consumers from the e-newsletter to the blog on southeastmontana.com.

In FY20, we will continue to strength the site by adding content, images and video, both via the blog and with more layers of information, adding content and keeping the site fresh and up-to-date, evolving as new tourism products develop. Additionally, funds will be used to continually enhance SEO and other optimization techniques. The new blog and calendar of events will further enriching the user's experience.

FY20 MEASURABLES

a) Increase media tours and social influencer visits to 7 fam tours.

b) Increase social media numbers, i.e. followers, engagement, shares by 25%.

c) Increase number of consumers in database by 5,000 and open rate to 17%.

d) Increase earned media, I.E. 10 national articles/segments and 20 regional articles/segments.

e) Update website and increased traffic numbers by 35%.

f) Establish CTR on digital media of .35%

g) Establish 16% open rate on Consumer eblasts.

In summary, Visit Southeast Montana will leverage focused advertising with publicity and earned media efforts in FY20. The travel guide will remain a private fund project, which allows us to dedicate more funds to the detailed marketing strategies outlined in this plan.

Visit Southeast Montana will distribute funds according to the detailed marketing strategies outlined in this plan as highlighted here:

- Dedicate majority of funds to advertising.
- Retain travel guide as private fund project.
- Use travel guide savings to leverage focused advertising with publicity.
- Optimize the September 2019 Travel Blog Exchange Conference in Billings.
- Continue to built out and optimize southeastmontana.com, including blog and other content.

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

We would like to continue working with the MOTBD on co-ops in national print and online publications. We have found the online co-ops with the state to be particularly effective in driving traffic to our website.

Social media influencers are an emerging marketing strategy, and we would like to partner with MOTBD to explore options that are very specific to the Southeast Montana experience.

Co-ops in the form of journalist and tour operator fam trips through the Visit Southeast Montana region have also been beneficial and we would like to see those continue along with attending the Rocky Mountain International Roundup show.

We are open to all opportunities, including non-traditional and experiemental marketing methods, particularly those those align with Road Trippers, History Buffs and other markets identified under Niche and Emerging Markets.

SEMT Social Media-Admin Position.pdf

Optional: Include attachment here.

Montana Brand Exploration Research - Final Report of Findings V2 - Novme... (004).pdf

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

As noted in Visit Southeast Montana's Overall Goals above, we will actively seek relationships with both inter-region CVBs and DMOs and with neighboring states, regions and DMOs. The continued success of the Dino Trail is an excellent example of a Joint Venture between regions, CVBs and DMOs in Montana. Additionally, creating itineraries for those traveling between YNP - Black Hills/Mount Rushmore - Theodore Roosevelt National Park in additional to newly-initiated efforts with the Office of Outdoor Recreation and the Montana Film Office. We also seek to collaborate with Tribal Tourism entities to continue to promote Native American events and venues for visitors.

Overall, Visit Southeast Montana will consider any and all Joint Ventures, especially those outline above or those relating to emerging markets -- most notably astrotourism as destination development.

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

As noted above, the Montana Dinosaur Trail, which includes three locations in Southeast Montana and has regional support, is an excellent example of a successful Joint Venture; it continues to move forward in a robust fasion. This consortium recently collaborated to update the Trail's website (via a tourism grant) plus create a video of each of the 14 facilities. In 2018, the Trail had its second best visitation year (334,544 travelers visited 14 locations) over a 14 year span, plus it was a record year for passport completion. Since the Trail promotion program began in 2005, visitation has increased by almost 123,000 visitors, a 58% increase or average of 5.5% growth per year.

In FY18, Visit Southeast Montana partnered with Southwest Montana to advertise (print & digital) in True West magazine to target the History Buff market, highlighting the Little Bighorn and Big Hole Battlefields. This partnership produced amazing result with 2.95% CTR on Facebook posts and 2.16% CTR on the native article. We repeated this partnership (including Missouri River Country) in FY19 will results to be provided inthe

completion report.

Additionally, Visit Southeast Montana continues to work both intra- and inter-region and with other tourism entities (MT State Parks and MOTBD) to leverage limited budgets. All of these efforts were amazing opportunities and data is still being collected.

In June of this year (FY19) Visit Southeast Montana, along with MOTBD, Montana State Parks and Central Montana, will host a blogger specific to family travelers and the Montana Dinosaur Trail (results to be reported in FY19).

We have engaged in out of home, national print, national and regional online, Fam Tours and trade shows with MOTBD and FWP. Of these the online, fam tours and tradeshow components were the most successful, though we wouldn't consider any of the co-ops we've engaged in with the state to be failures; some are simply stronger than others but all have benefit.

Overall, we plan to continue with joint ventures whenever possible and feasible.

Optional: Include attachments here.

Optional: Include attachments here.

Copy of SEMT FY20 Proposed Budget - Pie Chart.xlsx

Optional: Include attachment here:

Marketing Segment, Method & Budget

Marketing Segment	Marketing Method	Describe your method.	Provide supporting research/statistics.	How do you plan to measure success?	Provide a brief rationale for this method.	Estimated budget for method.	Marketing Method Evaluation	Add'l Attchmnt
Consumer	Opportunity Marketing	Opportunities that arise will be considered by how it fits within the existing marketing plan, media plan and budget.	This will be determined when/if the opportunity arises.	To be determined prior to implementation and included in the Opportunity Request.	Opportunity Marketing is just that -- an opportunity that arises that was not anticipated at the time of marketing plan development.	\$10,000.00	These funds were not spent in FY20 due to the COVID-19 pandemic. However, we do consider this marketing method a success because we were ready to pivot, based on traveler sentiment and rapid marketing methods. We will continue to use the Opportunity marketing method.	
Consumer	Billboards/Out-of-Home	We hope to incorporate Out of Home Advertising into the Visit Southeast Montana marketing plan if increased budget allows. We will collaborate on outdoor space, if possible. Additionally, we will also look for opportunities to influence on-the-ground travelers within or about-to-enter the region.	Data from Phocuswright shows that 38% of tour and activity bookings are happening on the same day or up to two days before the activity. Many of these bookings take place in-destination, while consumers are already traveling.	We can measure ROI using traffic counts (vehicles) and landing page analytics, if applicable.	The research noted above ties Out of Home advertising to the Road Tripper market identified on pages 7-8 of the FY19 Marketing Plan (attached). This is a placeholder if the budget allows.	\$100.00	These funds were a placeholder and were not spent in FY20. We do consider a placeholder a successful marketing method because it allows for flexibility and we will likely use this method in the future. The COVID-19 pandemic was not a factor in this method.	
			Print advertising remains relevant, especially for niche markets. People are still reading print publications. According to a				Our FY20 print advertising campaign expanded the "Out Here" campaign to	

<p>Consumer</p>	<p>Print Advertising</p>	<p>As an important element of Visit Southeast Montana's media mix, regional media will primarily promote events and weekend/short-vacation travel. Some ads may be produced as a co-op with MOTBD, others in conjunction with regional partners. For example, collaborative efforts within-region can maximized budget while intra-region collaboration will provide a bigger picture of Southeast Montana within the tourist's National Park itinerary (i.e. the road-tripper audience as identified by the 2016 Montana Brand study and further detailed in the attached Visit Southeast Montana Marketing Plan). Other niche markets like history buffs or sportsmen/women also fit well with the print medium. Additional print ads may focus on niche and/or emerging markets, specifically mountain bikers and OHV riders (as identified under "Emerging Markets").</p>	<p>2016 Nielsen report, 169 million Americans still read newspapers regularly and three-fourths of that group reads the print edition specifically. Additionally, unlike a digital ad, a print ad stays around as long as the publication is around. This is especially relevant when looking at publications like magazines and travel planners.</p> <p>Consider the following statistics for print products:</p> <ul style="list-style-type: none"> Americans spend an average of 15 minutes reading a magazine on a daily basis in 2018. (Statista) Affluent magazine readers are likely to spend \$5K to \$10K on vacations. (MagazineMedia) 61% of consumers trust newspaper advertisements, compared to 42% for online. (JPLocalBusiness) For each \$1 spent on advertising, 4.8 people are impacted on magazines, followed by TV (0.8) and internet (0.3). (PRWeb) For each dollar spent on magazines advertisement, an average return of \$3.94 is expected. (MagazineMedia) <p>Additionally, a 2015 study by Temple University Fox Center for Neural Decision Making used neuroscience to gauge how people responded to physical and digital ads. In short, respondents spent more time reviewing the print ads; print ads yielded higher levels of recall; and print ads caused more activity in brainareas associated with value and desire, key markers of purchase interest.</p> <p>Furthermore, 2015 research conducted by Millward Brown Digital found that print achieved the highest levels of brand favorability and purchase intent of any measured media.</p> <p>Information collected from ITRR and Destination</p>	<p>Success will be measured based on circulation and readership. Additionally, we will track website traffic for an over-all look at marketing plan success.</p>	<p>Print advertising allows us to reach a different audience than online advertising while also complimenting online ads with an integrated approach. We will spend a slightly larger percentage of our budget on online advertising; however, we will favor print ads that include an editorial component, thus creating more opportunity to inspire and motivate the niche audience while including facilitating details. A good example of this strategy includes a print ad in <i>True West</i> magazine. The FY18 multi-media buy, in collaboration with Southwest Montana, was based on a print ad and reached 915,000 consumers with a passionate interest in Western American History and Heritage Travel -- a perfect fit for two regions that include two major battlefields (Little Bighorn & Big Hole). The results of 2.95% CTR on Facebook posts and 2.16% CRT on native article supports this integrated method.</p>	<p>\$69,466.00</p>	<p>emphasize the open spaces of the Southeast Montana region, the bigger-than-life celebrations, such as Crow Fair and the Bucking Horse Sale, along with big adventures with historical significance, dinosaur adventures and western authenticity.</p> <p><u>Examples:</u></p> <p><i>Big Skies. Big Rivers. Big Fish. WE'RE BIG OUT HERE.</i></p> <p>and,</p> <p><i>OUT HERE, BIG SKY MEETS BIG ADVENTURE</i></p> <p>and,</p> <p><i>Big Skies. Big Stories. Big Adventures. WE'RE BIG OUT HERE.</i></p> <p>The campaign was designed to run in conjunction with digital media, utilizing multi-channel messaging. We launched the campaign March 1, 2020, prior to the COVID-19 pandemic and ensuing government shutdown.</p> <p>The print segment resulted in nearly 6M impressions, with half of that coming from a full-page placement in PBR's 8-Seconds magazine. Visit Billings was to host the PBR in April, 2020 and Jess Lockwood of Volberg, MT, was scheduled to ride. However, as we know, the PBR was cancelled/postponed due to the pandemic.</p> <p>See attachment at bottom for a detailed list of print media, including circulation and readership/distribution.</p> <p>In addition to impressions, our metric for success looks at website traffic. Both increased from FY19 (see website section for details), so we do consider this method a success and will use it in the future.</p>	<p>FY20 Print.pdf</p>
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			Analytics also support this method.					
Consumer	Online/Digital Advertising	<p>Online advertising will be used to promote Visit SEMT to all targeted markets identified in the FY20 Marketing Plan during all three phases of the travel decision process. The strategy includes native ads, some banner ads and re-targeting, plus digital paid content. Online advertising will be both regional and national and will direct traffic directly to the Visit Southeast Montana website and, in some cases, to the SEMT Facebook page. Additionally, a portion of the budget may be dedicated to the direct flight markets, which will bring travelers directly into Southeast Montana. This is an ideal opportunity to collaborate with Visit</p>	<p>Advertising has always been about location, location, location. And digital advertising has the flexibility to be at the right location at the right time. A recent study by Deloitte found that Americans collectively check their smartphones nearly 8 BILLION times per day -- that provides ample opportunity for Visit Southeast Montana to be in front of the identified target throughout the entire travel-decision process, from inspiration on forward.</p> <p>According to <i>Digital Advertising</i>, 70% of website visitors who are re-targeted with ads are likely to visit your site. And, according to 2016 report from <i>MarkMonitor</i>, 68% of global consumers book their travel online.</p> <p>We use this research to very specifically target our advertising on websites where users are in the process of planning a vacation, or may be</p>	<p>Success will be measured by comparing to FY19 metrics, for year-over-year trend improvements. Additionally, we will measure Visit SEMT's web analytics via Google Analytics . Each online advertisement can be tracked and its success or failure will be determined in this fashion.</p>	<p>Online advertising is by far the best way to reach -- and track result of -- a targeted audience. The analytics we receive from our website give us valuable information as to the engagement the target market has with each ad and whether it leads them to spend significant time on our website learning about SEMT.</p>	\$130,000.00	<p>Our FY20 digital advertising campaign expanded the "Out Here" campaign to emphasize the open spaces of the Southeast Montana region, the bigger-than-life celebrations, such as Crow Fair and the Bucking Horse Sale, along with big adventures with historical significance, dinosaur adventures and western authenticity.</p> <p><u>Examples:</u></p> <p><i>Big Skies. Big Rivers. Big Fish. WE'RE BIG OUT HERE.</i></p> <p>and,</p> <p><i>OUT HERE, BIG SKY MEETS BIG ADVENTURE</i></p> <p>and,</p> <p><i>Big Skies. Big Stories. Big Adventures. WE'RE BIG OUT HERE.</i></p> <p>The campaign was designed to run along with print media, utilizing multi-channel messaging. We launched the campaign March 1, 2020 and it ran less than a month before we "pulled" whatever we could pause due the COVID-19 pandemic and ensuring government shutdown.</p> <p>In mid-May, we re-started the campaign (mainly digital, as print is not as flexible) with messaging that pivoted to "plan ahead" using these slogans:</p> <p><i>Today, Dream.</i></p> <p><i>Down the Road, Adventure.</i></p> <p>and,</p> <p><i>YOU'RE GOING TO NEED A BIG GETAWAY.</i></p> <p>The images highlighted the wide, open, outdoor spaces of Southeast Montana and were designed to keep the region at top-of-mind for when travelers would "be safe" again. Now, nearly a year after the pandemic started, we know that the situation got worse before it improved.</p> <p>We do consider this marketing method successful, mainly because the FY20 campaign, ironically, had the same CTR (.24%) as the FY19 campaign --</p>	FY20 Digital.pdf

		<p>Billings CVB.</p> <p>The digital advertising strategy likely includes TripAdvisor and Sojern, plus other Joint Venture opportunities that leverage funds.</p>	<p>planning a vacation. In late FY19, we added video to Southeast Montana's integrated digital approach with strong results (to be reported in FY19 Completion Report).</p>			<p>despite all the challenges of marketing through the biggest pandemic in more than 100 years. The FY20 campaign had a slightly higher spend compared to FY19, but also created more impressions. In summary, the digital advertising yielded:</p> <ul style="list-style-type: none"> • 20,113,230 impressions • .24% CTR • 48,471 clicks • \$6.51 CPM • \$2.70 CPC <p>The in-state (Western MT) paid social experience ads performed exceptionally well with 1.71% CTR and the warm season video that ran in March saw a 1.21% CTR with 57,683 thru-plays. Both media ran in March, pre-pandemic shutdown. In contrast the (modified for COVID) warm season video saw only .44% CTR (still acceptable) in June-July .</p> <p>We also saw website traffic jump nearly double from February to March, after the digital and print media launched. See Website section for more details.</p> <p>In the future we may re-consider a few of the lower-performing media buys and, based on post-pandemic consumer trends, will likely focus on the regional drive market(s) rather than fly-markets. We plan to employ this method in the future with special consideration based on the analysis above.</p>	
		<p>Consumer shows, such as the Northwest Sportshow in Minneapolis, primarily target directly to the leisure traveler, allowing us to provide specific guidance and printed information in a one-on-one arena, often to people who are already planning trips to Yellowstone or Glacier and are in the Orientation and Inspiration phases of the travel decision process. This also aligns with the Road Tripper market and Outdoor Recreation pillar. The same could be true for shows in Denver and other direct-flight markets</p>	<p>Based on data from Montana FWP, we know that non-resident hunters arrive in Montana (FWP Regions 5 & 7 specifically) from Minnesota, Washington and California. We can also use Arrivalist data (provided by MOTBD) to monitor top arrival states and DMAs. We will then determine</p>	<p>As per conversations during the MOTBD</p>			

Consumer	Travel/Trade Shows	<p>and/or regional shows like those based in Western Montana.</p> <p>Travel tradeshows are appointment-based shows and target international tour operators. The Great American West Roundup International Conference is only for tour operators/receptives who focus on the five - state region (MT, SD, ND, WY and ID) and offers an excellent opportunity to develop relationships with these quality operators. The International Powwow, attending in conjunction with MOTBD, is a bigger conference, yet exposes the region to an even broader audience, including potential international media. For both international conferences, building relationships over time and keeping Southeast Montana's opportunities in front of these operators is an on-going process. Over the past year, we have noticed more interest in routing from YNP to TRNP in North Dakota - with a perfect transition through the SEMT region. Additionally, conversations in May of 2019 about astrotourism and International Dark-Skies Association sparked great interest.</p>	<p>domestic tradeshow(s) according to top markets and activities.</p> <p>Additionally, we are taking information about outdoor adventures directly to the high potential visitor (HPV) as identified by the Destination Analysts, Inc. study.</p> <p>As mentioned in our narrative, one of the aspects of our target market is that they are already considering a trip, or a return trip, to Montana. We travel to these shows to provide orientation and facilitation to those already somewhat familiar with the region.</p> <p>Regarding international shows/meetings, according to ITRR's 2017 Nonresident Visitation, Expenditures & Economic Impacts study, Overseas Visitors averaged \$1,015 per trip with an average stay of 5.82 days, compared to \$635 total per trip for an average of 5 days for Domestic Visitors. Therefore, aligning with the Montana Travel Trade Office's focus on UK, Germany and Australia makes sense and has the potential for a strong ROI.</p>	<p>monthly calls, shows are notoriously difficult to measure; however, we strongly believe that being present contributes to awareness and brand lift for both travel trade shows and leisure travel shows.</p> <p>Additionally, we can measure success by tracking attendance and/or meeting numbers (in the appointment-style shows such as Great American West Roundup), noting the time spent interacting one-on-one with the tour operator, including follow-up communication.</p>	<p>These shows allow us to build relationships and speak face-to-face both with the potential traveling public and tour operators who bring a number of international travelers to our state each year. At these venues we can ask the operator specific questions about their clients' needs or ask the traveler what interests them (outdoor adventure, history, Native American culture, dino trails, dining/night life, etc.) and tailor our responses to specifically and accurately promote what Southeast Montana offers that coincides with their wants and needs. The tour operators are always asking, "What is new?" and by being present, we can answer and increase interest during personal dialogue. It is important to note that these international shows/meetings are relationship-building opportunities -- it is not a one-and-done.</p>	\$9,500.00	<p>Due to the COVID-19 pandemic, the Great American West Roundup and Northwest Sportshow in Minneapolis, MN, were both canceled (\$100 deposit/processing cost paid). In the past we have considered these shows successful and will again consider them in the future, based on post-pandemic consumer behaviors, because they allow for face-to-face interactions with a qualifying audience.</p> <p>These funds were rolled into FY21.</p>	
		<p>Stunning photography and video is a key element to the inspirational piece of the marketing funnel. In FY18-19 we will dedicated significant funds to boost the Visit Southeast Montana photo library, seeking to</p>					<p>Our in-region photo/video</p>	

Consumer	Photo/Video Library	<p>own photos for multiple uses (i.e. advertising, travel guide, travel show booth, social media, etc.) rather than purchase for one-time uses. That process continues each year..</p> <p>Inspring still and video images are integrated into every aspect of Visit Southeast Montana's comprehensive marketing plan. For example, an image may be placed in print advertising, digital advertising, the travel guide, the website and in eblasts and blogs. The same images may be used during one-on-one meetings to inspire international operators to work a location into a tour itinerary or the video will be used across social media platforms.</p> <p>Additionally, we will incorporate photo rights into social influencers agreements when and where possible, thus stretching those dollars. We will continue to shoot video and still images, based on the marketing 'wants and needs' list. For example, we will actively seek images/video to promote to the emerging astrotourism market.</p>	<p>Fresh, inspirational imagery is crucial to strong marketing initiatives and provide the Inspiration piece of the funnel. Research conducted by Visit SEMT staff at tradeshow events, in visitor information centers and other places has shown that there is a need for fresh, quality awe-inspiring photots to promote the region.</p> <p>Studies show that while people only remember 10% of things they hear and 20% of what they have read, around 80% of people remember things they see or do. And, <i>Simply Measured</i> found that there was not only a 46% increase in content engagement for brands but an additional 65% increase in photo and video engagement.</p> <p>For example, one of our new tradeshow booth "skins" shows an image of a man and dog, pheasant hunting. Since this change, we have received far, far more questions about upland bird hunting at that show (Northwest Sportshow in Minneapolis) than in the previous year. While this is "unofficial" research, the value and message of imagry cannot be disregarded.</p>	<p>We will measure this method on a cost per basis, with goal of purchasing quality images at or less than \$500 (on average) while maximizing the budget. We can also measure video (completed and distributed via paid promotions) via digital analytics.</p>	<p>In FY18-19, we greatly expanded the Visit Southeast Montana image library. Then, in FY19 the SEMT Board crafted and approved a Photo Library Usage Policy, and in March 2019 we launched a promotional video based on the #OutHereMT campaign.</p> <p>In marketing and advertising, images are king, with video is rapidly becoming the king of kings. And, Visit Southeast Montana must continue to "feed the beast" with new, fresh images and video, while still maximizing the budget to contineu building a robust and diverse photo library.</p> <p>Advertising is a multi-faceted beast and a successful advertising campaign works, in part, because of strong and message-integrated images/video. While most photographs are simply part of brand lift and new creative, some images, particularly those shared via social media, can be measure by analytics as can those on <i>southeastmontana.com</i>. However, without stellar images, Visit Southeast Montana's message would be only words and thus, would struggle to inspire.</p>	\$15,000.00	<p>shoot (that was to be a JV with Visit Glendive and Miles City CVB) planned for mid-June, was postponed and then cancelled due to the COVID-19 pandemic and the remaining funds were rolled into FY21. We also conducted a Photo Call, with the help of our agency, Windfall. We secured rights to 12 high resolution images, including a stellar image of the Miles City Bucking Horse sale, that was to be the cover of the 2020 Travel Guide. Due to the COVID-19 pandemic, the Bucking Horse Sale was cancelled and we swapped that image, just before deadline, for a "spacious" image of Medicine Rocks State Park (to showcase the amazing wide open spaces in the SEMT region).</p> <p>We met our goal of \$500 or less per image with 12 images averaging \$481 each. By meeting our metrics while adding quality images to the photo library, we do consider this method successful and will again employ a combination of photo call, photo shoot and video development.</p> <p>The balance of the budget was retained and rolled into FY21.</p>	
							<p>The Visit Southeast Montana website, www.southeastmontana.com is the heart of the marketing plan. The site (see attached for screen shot & brief) provides information and resources for potential visitors and tourists looking for information on the region. We inspire through photos,</p>	

Consumer	Website/Internet Development/Updates	<p>In FY18, we opted to move the Visit Southeast Montana website away from the MOTBD website umbrella to allow for more control and creativity. While still maintaining the Montana brand, the new SEMT website aligns with the Visit Southeast Montana brand and creative. In FY19 Visit Southeast Montant expanded and enhanced the website, including newly-developed itineraries, blog and video.</p> <p>In March 2019, the blog was noted as #5 in page visits, so the infant strategy has demonstrated initial success.</p> <p>A website is amazingly dynamic and this strategy includes continuous optimization, plus SEO and SEM to assist with organic searches and placement.</p>	<p>Research has shown that the most commonly used source for travel planning is online research using DMO websites and other online sources.</p> <p>According to TrekkSoft.com's <i>Travel Trend Report 2018</i>, 82% of tour and activity bookings processed by TrekkSoft take place on a company's website or mobile app, with 64% being researched and booked by women (with 64% being age 34 or younger). Additionally, AARP's <i>2017 Travel Trends Report</i>, notes that 41% of Boomers will book at the airline/hotel/car website.</p>	<p>Success will be measured based on increases in key web analytics. Our overall goal is a 35% increase in website visitors and page views. from FY19 to FY20</p>	<p>A vibrant, fresh website is simple crucial in today's environment. To be without is suspect and, frankly, likely considered "not real."</p>	<p>\$26,000.00</p>	<p>video and links to Visit Southeast Montana's social media pages. Other sections of the website provide</p> <ul style="list-style-type: none"> Listings for lodging, dining and attraction Downloadable itineraries and thematic maps Links to request a free travel guide or e-newsletter Blog with 2-4 new posts/month <p>In FY20, we:</p> <ul style="list-style-type: none"> Continued general build-out with new photos, video and other content, including a new slider on the home page Expanded & categorized the blog (started 2/2018) – posted 39 blogs in FY20 Adjusted state business listings to allow for internal editing Added Instagram feed to bottom of home page to increase social media presence Ongoing SEO and maintenance <p>Our overall goal was a 35% increase from FY19 to FY20. With total visitors at 94,262 and page views at 213,777, we realized an 8% increase in visitors and a 43% increase in page views. The graph on the attached document demonstrates that both visitation and page views hit the high point in March – despite the fact that we paused/pulled the warm season advertising when the COVID-19 national shutdown happened. This graph easily illustrates that the warm season campaign, which launched March 1, truly works to drive consumers to the Visit Southeast Montana website.</p> <p>In addition, Visit Southeast Montana purchased the</p> <p>Homepage Screenshot.PNG</p>
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						<p>“easternmontana.com” domain, which drove 568 direct clicks and will now traffic organically for a low annual cost.</p> <p>Based on the Top States of origin analytics, we be sure to include IL, Western MT and possibly NJ/NY in the FY21 target markets [although we do suspect that the NY/NJ traffic was pandemic-induced]. Search word analytics supports “free travel guide” and “hunting in Montana” drive website traffic and users are always looking for “Things to Do.” We will continue to use these key words with online content.</p> <p>We met our goal of a 35% increase, despite the national pandemic shutdown and pause-and-pivot of our warm season campaign. We consider the website development and optimization marketing segments to be successful and will continue to expand on this every-growing and powerful marketing tool.</p> <p>See attachment (4) below for a detailed report and bar graph.</p>
						<p>In FY20 we sent at least one consumer e-newsletter/month and a weekly news blast to our regional tourism partners. All newsletter content is conceptualized, crafted and compiled by Visit Southeast Montana marketing staff and also utilizes the photos and video purchased or created using the Photo/Video marketing method and/or during regional travels.</p> <p>The Consumer e-newsletter:</p> <ul style="list-style-type: none"> • 19 newsletters • Each reached audience of 18,437 • Open rate: 13.9% • CTR: .78%

<p>Consumer</p>	<p>Electronic Adv - Newsletter, E-blast</p>	<p>Consumer-facing E-newsletters will be sent out frequently (typically monthly or twice-monthly, depending on season) to inform those in our consumer database of interesting tourist attractions in SEMT, as well as upcoming events. This keeps blog content fresh and relevant. This strategy will be used in conjunction with social media, blog, news releases and hallmark event promotion.</p>	<p>Research shows that online research is the number one way visitors plan future vacations. Our E-Blasts use this media to inspire and guide potential visitors to relevant areas of our website where they can be inspired to visit Southeast Montana and research information for planning their trip.</p> <p>It has been proven that email marketing is the king of the marketing kingdom with a 4,400% ROI and \$4 4 for every \$1 spent, as noted on CampaignMonitor.com.</p>	<p>Success will be measured by CTR with an FY20 goal of 17%.</p> <p>The email campaign also provides brand lift in the consumer world.</p>	<p>Email is a convenient medium to help inform our database of upcoming events which are time sensitive. Additionally, we will incorporate newly-acquired photos into this method and tie it to social media campaigns.</p> <p>Additionally, while we do grow the database organically, in the past Visit Southeast Montana has gain leads (email addresses) via print advertising purchases (i.e. Yellowstone Journal). Using this method, we essentially re-target those planning a trip to YNP with inspiration and information about the Southeast Montana region.</p>	<p>\$2,100.00</p>	<p>The e-blasts to Tourism Partners, called <i>News You Can Use</i>:</p> <ul style="list-style-type: none"> • 94 e-blast sent • Each reached 1,358 partners • Open rate: 12.3% • CTR: .67% <p>While our goal of a 17% CTR rate was not met, we still consider this method a success because:</p> <ol style="list-style-type: none"> 1) Our tourism partners frequently apply for grants listed in the tourism partner newsletter or attend a workshop that we promote via e-blast. Visit Southeast Montana provided 11 letters of support in FY20 and 18 letters of support in FY19 (which included additional grant opportunities via the Eastern Montana Tourism Initiative). 2) News You Can Use is also the primary method for informing tourism partners of Visit Southeast Montana's marketing workshops. We had 34 attendees in FY20 (see Outreach). 3) For each consumer e-newsletter sent, 2,563 consumers opened the content with 144 consumers clicking thru to the full content. That happened 19 times. 4) E-mail newsletters are inexpensive way to reach our target audience, as all recipients have expressed interest in the Southeast Montana region. <p>In the future, we will use this method but also work to "scrape" the email lists to be more efficient, eliminating addresses are show no interest, while adding more contacts via lead list purchases and other methods.</p>	<p>June Consumer Email.zip</p>
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Consumer	Printed Material	<p>This line item provides for funds to produce targeted print pieces promoting more specific aspects of Visit Southeast Montana (as noted on page 13 of the attached FY19 Marketing Plan). These print pieces may include, but are not limited to, rodeo calendars of events for cowboy-related events, hunting and fishing information and targeted itineraries that include SEMT but encompass a broader region (i.e. travel to/from YNP or travel between National Parks and Monuments).</p> <p>Additionally, these items could include cooperative efforts with intra- and inter-region organizations. The budget also shipping and costs for the FY20 travel guide.</p>	<p>Print remains a viable and important piece of tourism marketing, most especially the Orientation and Facilitation part of the funnel. Consider that:</p> <ul style="list-style-type: none"> • Brochures, maps and travel guides are the #1 in-market influence. (Bentley University) • 65% of tourists used brochure display racks during travel. (BrochureManagement) • 65% of tourists plan to purchase tickets and merchandises after picking up a brochure. (Bentley University) <p>Additionally, our own research conducted at travel trade shows and other events has shown that small, targeted pieces grab attention. For example, we gave away ~ 1,500 thematic maps over 2 days at the Northwest Sportshow in Minneapolis -- potential visitors were very interested in the region-specific scenic map. By producing smaller pieces with more specific information that meets the needs or wants of the reader, they will be more inspired to take action.</p>	<p>This method will be consider successful if we print and distribute all the niche print products to consumers and/or distribution sites. For the travel guide, the method is successful if we move the travel guides to desired locations with the set budget. We will track number of printed pieces produced and distributed in FY20.</p>	<p>Supplementary printed materials will compliment and work in conjunction with the expanding Visit Southeast Montana website. Or, we may opt to create and print niche pubs for ultra-targeted audiences (i.e. emerging market of astrotourism).</p>	<p>\$9,000.00</p>	<p>In FY20 we used these funds to ship the annual Visit Southeast Montana Travel Guide from the printer to various locations (Certified Folder, Corporate Cost Control). We consider this a successful marketing method because we achieved our goal: efficiently move the travel guides to the contractors that will distribute them according to our instructions (rack distribution, individual fulfillment or bulk shipping to tourism partners), all within the designated budget. We will continue to employ this method in the future.</p> <p>In addition, we used this marketing method to print thematic maps for niche markets. The Trail to the Little Bighorn (a project launched by the City of Forsyth) is specific to history buffs and Salute to Military maps were designed for military veterans and personnel.</p> <p>We printed 1,500 Trail to the Little Bighorn maps and sent 1,000 to Forsyth. The remainder are distributed via regional VICs, trade shows, presentations, special requests, fams and the like. In addition, we printed 3,000 Salute to Military maps which were designed and created to support Visit Billings, who hosted the Marine Corps League Convention. More than 500 were distributed via the MCL Convention. The balance was distributed to tourism partners, including regional chambers and VICs.</p> <p>Both maps – along with other options – are also available on southeastmontana.com for download.</p> <p>We consider this method a success because the printed niche products were distributed to consumers and/or tourism partners as designated. We will continue</p>
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							to employ this method in the future.
Consumer	Ad Agency Services	<p>Visit Southeast Montana communicates desires and outcomes to the Agency of Record; they meet annual to strategize the media plan with the Visit Southeast Montana marketing manager bringing in-depth regional knowledge to the table, coupled with marketing skills, which are complimented by the Agency's team of experts.</p> <p>For example, the Agency likely has more buying power than an individual organization in relation to media buys.</p>	ROI is a key component in measurement. The return on investment for an Agency is revealed by how much they save in media buying while simultaneously creating and implementing a strong and effective marketing plan.	We will measure success based on the completion of contracted work by the Agency. In addition, we will consider the media plan savings equaling or exceeding Agency fees. For example, if the Agency is paid \$60,000 for creative and media services, and Visit Southeast Montana's media buy savings equals or exceeds \$60,000 then the method is successful.	The Agency of Record performs creative and professional marketing duties in tandem with, and as directed by, the Visit Southeast Montana marketing manager. Their professional expertise is intended to operate in full collaboration, functioning as one team to promote the destination.	\$60,000.00	<p>In FY20, Visit Southeast Montana embarked on its third year with Windfall, Inc. as its Agency of Record. Windfall provides:</p> <ul style="list-style-type: none"> • Project management • Creative and design services • Website services (see Website section), • Media buying and placement services • Other services, such as photo call assistance, as requested <p>As an Agency of Record for several tourism organizations, Windfall has strong media-buying power and passes those savings on to clients like Visit Southeast Montana. We realized media buying savings of more than three times the amount paid to our AOR for all the above services in FY20. Based on this metric, we consider this a successful method and will continue to employ it in the future.</p>
Consumer	Multi-Media Marketing	This is simply a placeholder - to be provided if/when the method is implemented.	This is simply a placeholder - to be provided if/when the method is implemented.	This is simply a placeholder - to be provided if/when the method is implemented.	In today's marketing world, a multi-channel approach frequently produces strong results. This is a placeholder for a multi-media opportunity.	\$100.00	These funds were a placeholder, not spent in FY20 and rolled into FY21. We do consider a placeholder a successful marketing method because it allows for flexibility and we will likely use this method in the future. The COVID-19 pandemic was not a factor in this method.
Marketing Support	Research	This line is simply a placeholder for potential research project(s), particularly one in conjunction with a CVB or another region.	Research always makes a marketing segment more valuable.	To be determine if/when a research project is embarked upon.	This is simply a placeholder. Rationale will be provided if the segment is employed.	\$100.00	These funds were a placeholder, not spent in FY20 and rolled into FY21. We do consider a placeholder a successful marketing method because it allows for flexibility and we will likely use this method in the future. The COVID-19

								pandemic was not a factor in this method.	
Marketing Support	Outreach	<p>We will use this segment to offer support to Visit Southeast Montana's Tourism Partners and build internal (regional) awareness. This fits the "...educating our residents about the economic benefits of tourism" segment of Visit Southeast Montana's mission statement. Plus, it just makes sense.</p> <p>For example, in FY18 we offered (2) workshops specializing in Digital Marketing Strategies; in FY19 Visit Southeast Montana again sponsored marketing workshops and attendance</p>	<p>By offering our expertise and marketing support to Visit SEMT's Tourism Partners, we strengthen the entire region and industry. This collaboration logically flows directly into the Visitor Facilitation piece of the funnel.</p>	<p>We will track attendance at workshops and presentations.</p>	<p>Please see the narrative on page 10 of the attached FY19 Marketing Plan for details.</p>	\$3,000.00	<p>In FY20, we again hosted Marketing Workshops for Tourism Partners for 2 days/2 locations: Miles City and Billings. The one-day workshop included five sessions (see attached):</p> <ul style="list-style-type: none"> • Tips on How to Use Visit Southeast Montana's Marketing Toolbox; • Use YouTube to Grow Your Business; • Utilizing Facebook Live and Stories; • Social Media Analytics; and • How to Access & Utilize Tourism Research. <p>In addition to our staff, presenters included Miranda Gilbert of Girl Geek Communications (YouTube & Social Media Analytics) and Norma Nickerson of ITRR (Tourism Research). In Billings, 16 attended with 18 attendees in Miles City for a two-day total of 34. In contrast, we had 18 (Billings) + 23 (Miles City) for a total of 41 in FY19. The majority of attendees were first-timers and learned of the workshop via Visit Southeast Montana's weekly e-blast, <i>News You Can Use</i>. In addition to applicable skills, we notice that the in-person networking at these sessions is invaluable, as is Visit Southeast Montana's consistent leadership within the region (both were noted on post-workshop reviews).</p> <p>Despite lower numbers, we still consider this marketing method a success because the information we share is usable by our partners (as noted in the reviews) and we continue to see strong attendance in the region, particularly outside of Billings. We plan to continue this method in the future</p>	<p>FINAL_SEMT20_MC_Tourism Workshop Flyer.pdf</p>	

		increased.					<p>because it provides for valuable networking and customizable marketing skills. We may consider working with local chambers and/or economic development organizations or presenting via a virtual platform (as dictated by the pandemic).</p> <p>In terms of presentations, Visit Southeast Montana gave five presentations to a total of 118 attendees. Dawson County Economic Development Council invited Visit Southeast Montana to be the keynote speaker at its annual banquet with an emphasis on tourism; this invitation epitomizes the relationships and connections that Visit Southeast Montana seeks. We consider this a big "win" in our outreach efforts.</p> <p>While our goal was six presentations, (prior to the pandemic in March 2020) we do consider this a successful marketing method and will continue to implement it in the future.</p>
Marketing Support	Marketing Plan Development	<p>The Visit Southeast Montana Board will gather to evaluate MOTBD's reports and determine how it corresponds with the organization, marketing plan and future strategies. This segment also includes a placeholder for a Crisis Communication Plan.</p>	<p>According to managementhelp.org a strategic plan should be reviewed at least every three years. It has been at least that long since Visit Southeast Montana reviewed its plan and post-Eastern Montana Tourism Initiative provides the ideal opportunity.</p>	<p>This method will be successful if a majority of the Board attends the strategic planning session. Additionally, success is related to completing/updating elements of the strategic plan.</p>	<p>After research and reports of the Eastern Montana Tourism Initiative are complete, Visit Southeast Montana will take the time to revisit the organization's strategy as it correlates to the new information and sustainable practices recommended.</p>	\$4,100.00	<p>In October of 2019, Visit Southeast Montana held a Board Retreat to review the organization's strategies and priorities for the next 2-3 years. Of 17 Board members, 14 attended and 5 of 6 ex-officio members (representing regional CVBs and other organizations like Montana state parks, NPS, and so forth) attended.</p> <p>As a result of the retreat, the board formed a vision statement (added to existing mission statement): <i>Southeast Montana will become the trusted source for free-spirited travelers to achieve their legendary life experiences.</i></p> <p>In addition to confirming exiting pillars, the Board identified two focus areas: Astro-tourism and Historical significance.</p>

							With 83% of Board members attending and participating in the retreat and the above results being put into practice, we consider this a successful marketing strategy and will implement it in the future, as needed.
Marketing Support	Administration	In our FY20 Marketing Plan Budget, Visit Southeast Montana is budgeting the full 20% allowable for Administrative Expenses. Our strategy in doing so is to take a conservative stance in terms of how much of the Administrative Budget will ultimately be used. By budgeting for the full 20%, we don't run the risk of going over budget for allowable Administrative expenses.	This is recommended and allowable by TAC Rules & Regulations.	The objective for Administration budget is to spend funds appropriately and efficiently for managing the organization's operations. Per statute, the maximum allowed for the Administration method is no 20% of the total annual lodging tax receipts (or less). Success will be determined by the total spend in the Administration method; if it is 20% or less, we will consider the method successful.	Administrative expenses, including mileage reimbursements for travel to stakeholders and events across this vast region, are necessary for the fulfillment of Visit Southeast Montana's mission.	\$115,017.00	In FY20, the Billings Chamber of Commerce continued to manage the Visit Southeast Montana contract. The admin budget includes funds for computers/software; equipment; legal and accounting; bank charges; liability/D&O insurance; meeting expenses; office supplies; postage; telephone and admin/management contract fee. The amount spent on administration of Visit Southeast Montana falls within the allowable 20% of the budget, therefore we consider this method a success and will continue to employ it in the future.
							<p>Visit Southeast Montana's marketing personnel are the foundation of the organization, serving as the "feet" on the ground of the expansive 13-county region. The Director of Marketing and Marketing Specialist work seamlessly to execute and implement the annual marketing plan approved by our Board of Directors.</p> <p>During the FY20 Board Retreat, the directors voted to expand the part-time marketing specialist position to full-time position and a new position was hired in mid-February. When the pandemic forced staff to work from home, staff continued in their leadership of regional tourism, pivoting the marketing plan, sharing resources with regional tourism partners, encouraging connections</p>

Marketing Support	Marketing/Publicity Personnel	<p>Visit Southeast Montana will employ a full-time Marketing Manager and a part-time Social Media/PR Manager in FY19. The Marketing Manager is responsible for implementation of marketing and public relations projects as assigned. A full job description is attached. The Social Media/PR Manager assists the Marketing Manager and will develop, manage and monitor publicity and communications projects and programs. A complete job description is attached.</p>	<p>All of our research has shown that it is necessary to market a region to travelers in order to encourage them to visit and to see sights and attractions which might not otherwise be known to them. Marketing staff is necessary in order to facilitate the many projects and tasks needed in order to accomplish this, in addition to managing the Agency of Record.</p>	<p>Success will be measured dependent on annual marketing goals set by the SEMT Board of Directors. Marketing Personnel are also evaluated annually by John Brewer, CEO of Visit Southeast Montana.</p>	<p>These positions are a very efficient and cost effective means to handle our marketing. The value of the local knowledge of the region, relationships with stakeholders and familiarity with events cannot be overstated.</p>	\$120,000.00	<p>and heading virtual communication while remaining educated on evolving travel behaviors and trends. At this point the organization served more a <u>Destination Management</u> Organization, rather than a traditional <u>Destination Marketing</u> Organization.</p> <p>One example (attached) is the <i>What's Happening Out Here</i> weekly flier that staff shared with state and regional partners (including posting at VICs) to inform travelers of closures and other important information during the pandemic. The process of procuring this information and connecting with tourism partners during a time of great uncertainty demonstrates the "management" portion of DMO.</p> <p>Current staff (at the end of FY20) include a (salaries) director of marketing and marketing specialist – see attached for job descriptions. The director of marketing works 40 hour+/week while the marketing specialist works 40 hours/week with 10% of that being dedicated to admin duties (see description). Payroll records are on file at the Billings Chamber of Commerce.</p> <p>The Visit Southeast Montana Board of Directors and CEO John Brewer report a high level of satisfaction and confidence in the marketing staff, their accomplishment toward marketing goals and ability to lead. Annual reviews are on file at the Billings Chamber of Commerce (which manages the Visit Southeast Montana contract). As such, we consider this method a success and will continue to employ it in the future.</p>	2019 SEMT Marketing Director Job Description.zip
			<p>A value network allows individuals to share information as well as know peers, thus saving time and</p>					

Marketing Support	TAC/Governor's Conference meetings	Staff from Montana's tourism regions are required to attend the Montana Governor's Conference on Tourism and Tourism Advisory Council meetings. This line item sets aside funding to allow us to do so.	<p>money when working collaboratively. Operating in a silo is counter-productive.</p> <p>Attending TAC meetings and the Montana Governor's Conference on Tourism provides information peer training and familiarization along with an opportunity to learn new marketing or management tools at a relatively low cost.</p> <p>Additionally, research indicates that attendance at the TAC meetings is required.</p>	Success will be measured by attendance (in-person and virtual) of the executive director at all quarterly TAC meetings and the annual Montana Governor's Conference on Tourism and Recreation.	Funding is needed for car rentals, mileage, hotel reservations, food per diem, and other misc. expenses during travel to TAC and Governor's Conference meetings.	\$2,500.00	This method was successful. The executive director attended – in person or virtually – all TAC meetings, as required. The 2020 Governor's Conference was cancelled. As such, we met our objective and will continue to employ this method.	
Marketing Support	Professional Development	This line item provides funds for Visit Southeast Montana staff to attend Destination Marketing Association International (DMAI), Public Relations Society of America (PRSA) Conference on Travel & Tourism, or similar industry-specific training and/or leadership/management training.	<p>According to www.go2hr.com, A recent survey indicates that 40% of employees who receive poor job training leave their positions within the first year. Figures vary, but it can cost as much as \$2,500, depending on the position, to replace a frontline employee. That is a hefty price to pay for not training staff.</p> <p>Training is a recruiting tool. Today's young workers want more than a paycheck. They are geared toward seeking employment that allows them to learn new skills. You are more likely to attract and keep good employees if you can offer development opportunities.</p>	Success will be measured via a report from the Visit Southeast Montana staff member who attends the conference as to what they learned and how they will apply the knowledge to promoting the region.	Industry-specific conferences provide staff with the opportunity to network with fellow DMO employees and to learn about new trends, opportunities and technology in the destination marketing industry. It's important that staff remain up to date on what is happening amongst other DMOs from states throughout the nation.	\$5,000.00	Due to the COVID-19 pandemic and related travel restrictions, marketing staff were unable to attend professional development events. Funds were rolled into FY21. We do consider this marketing segment a success and will likely employ it in the future, especially as we navigate a new landscape in post-pandemic world of travel tourism, marketing and consumer behavior.	
							<p>Corporate Cost Control has served as Visit Southeast Montana's call/fulfillment center for many years. In FY20, CCC again handled calls, online inquiries and email. In FY20, CCC handled 1,470 inquiries and distributed 5,778 travel guides. The bulk of the guide requests (72%) came via the website</p> <p>The top states of origin, outside of Montana, were:</p> <ol style="list-style-type: none"> 1. California 2. Wisconsin 3. Florida 4. Texas 5. Minnesota 	

Marketing Support	Fulfillment/Telemarketing/Call Center	<p>This method covers expenses to field inquiries (calls, email) from potential visitors and provide them with requested printed material via mail. Expenses include agency fees, shipping, postage and storage.</p> <p>This method also covers the cost to distribute the Visit Southeast Montana travel guides to locations across Montana, Wyoming and South Dakota, primarily to locations frequented by travelers.</p>	<p>According to nonstop signs.com, travelers do gather information while "on the ground" in their travel destination. Consider that:</p> <ul style="list-style-type: none"> • Brochures, maps and travel guides are the #1 in-market influence. (Bentley University) • 65% of tourists used brochure display racks during travel. (BrochureManagement) 	<p>Success will be measured based on the number of calls and/or email inquiries fielded and material sent. Additionally, we will track travel guide quantities and rack locations.</p>	<p>Some ads and printed material, plus the website, feature a toll-free number encouraging travelers with questions to call and/or request a travel guide. It's important we continue to provide this service to potential visitors. We add the collected email addresses to the Consumer e-blast database, continuing to grow that communication line.</p> <p>Additionally, we distribute travel guides to locations throughout Montana, Wyoming and South Dakota to keep that inspirational and guiding piece at the forefront of travelers' minds.</p>	\$38,400.00	<p>6. Illinois</p> <p>CCC also tracks "Inquiries by Interest" mainly from phone calls with the following results:</p> <ol style="list-style-type: none"> 1. Scenic Drives 2. History 3. Wildlife 4. Little Bighorn Battlefield 5. Lewis & Clark Trail 6. Dinosaurs/Fossils 7. Hiking <p>These areas of interest do match closely with the 2016 Montana Brand Study.</p> <p>Overall, we saw a 19% decrease in travel guide inquiries and a 34% decrease in travel guides direct mailings. The COVID-19 pandemic and resulting shutdown hit in March, just after the advertising campaign was launched, and greatly impacted all aspects of life including travel. However, this is just part of the picture. We fully anticipated that early FY21 saw increases in website traffic and travel guide requests as Americans sought open spaces and the fear related to even opening physical mail decreased. So, despite the decreases we still consider the fulfillment marketing method a success because we were able to provide travel guides to all who requested them along with personally answering the many questions that travelers had. In addition, the anomaly of the pandemic completely interrupted the marketing campaign (which drives travel guide requests) and busiest travel-planning time of the year. We will continue to use the Fulfillment marketing method in the future based on this analysis and previous successes.</p> <p>Visit Southeast Montana contracted with Certified Folder to distribute travel guides to 573 locations via six routes in FY20. The</p>	
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						<p>routes cover the Rapid City-Black Hills area (239 locations) through northern-central Wyoming (143 locations), to YNP (96 locations) and into the Bozeman area to encourage "on the ground travelers" to stop in the Southeast Montana regions during their travels or inspire them to consider the region during a follow-up trip. We do save 10% by paying the entire 12-month invoice in advance.</p> <p>Breaking it down, Certified Folder distributes 48,968 guides for \$20,006 over the course of one year. This works out to a cost of \$2.44/guide. Fiscally, considering staff time and costs, we could not distribute this quantity of guides to this many locations for a lesser amount. Based on these numbers, we consider this marketing method a success and plan to continue using this method in the future.</p>
						<p>All (3) Visit SEMT regional gateway VICs – Hardin/Big Horn County; Wibaux; and Broadus/Powder River County – applied for and were granted \$5,000 each for seasonal VIC operation. The Visit Southeast Montana Board of Directors supports the regional VICs as essential to the visitors' experience and supports operation when and how possible. VIC management agrees that these funds and services are vital for the "small-town welcome" that is part of the Montana brand.</p> <p>The VICs that operated the summer of 2019 were approved for grant funds in FY19; funds were paid upon completion of requirements in FY20.</p> <p>The VICs submitted reports with the following summaries:</p> <p><u>Big Horn County (Hardin):</u></p> <p>Total number of visitors:</p>

Marketing Support	VIC Funding/Staffing/Signage	<p>This method may fund grants to Visit Visit Information Centers to help them maintain operations and/or pay for improvements (within the state rules and regulations including signage) so they can better meet the needs of Visit SEMT visitors. As the eastern gateway of the state, it is vital that the VICs receive visitors, at least during warm season.</p>	<p>Research conducted by the Montana Office of Tourism has shown that VICs are important and that it is vital to provide VICs and their staff with the tools and knowledge they need to provide a good experience to the visitor. Without support from Visit SEMT, these VICs would have drastically reduced staffing/open hours.</p>	<p>This method will be determined successful with receipt of final reports that meet all the requirements. We will track the number of visitors to the centers and where they come from.</p>	<p>A visitor's experience once they arrive in the region is vital in encouraging them to make a return trip. VIC's are the first place visitors go with problems or questions, and it is important to insure that they have the resources to maintain regular hours and to properly staff their visitor centers.</p> <p>Visit Southeast Montana supports VICs in Hardin (Big Horn Co); Broadus (Powder River Co) and Wibaux (Wibaux County).</p>	\$15,000.00	<p>10,385</p> <p>Top 10 States of Origin:</p> <ol style="list-style-type: none"> 1. Texas 2. Washington 3. Colorado 4. California 5. Wyoming 6. Florida 7. Oregon 8. Idaho 9. Arizona 10. Illinois <p><u>Powder River County (Broadus):</u></p> <p>Total number of visitors: 4, 202</p> <p>Top 10 States of Origin:</p> <ol style="list-style-type: none"> 1. Iowa 2. Missouri 3. Washington 4. Montana 5. South Dakota 6. Illinois 7. Wisconsin 8. Florida 9. Michigan 10. Minnesota 11. Texas <p><u>Wibaux (open until Oct. 14):</u></p> <p>Total number of visitors: 11,587</p> <p>Top 10 States of Origin:</p> <ol style="list-style-type: none"> 1. Minnesota 2. Wisconsin 3. Montana 4. North Dakota 5. Michigan 6. Washington 7. Illinois 8. California 9. Ohio 10. Florida <p>Each VIC was open the minimum number of hours, satisfactory reports were submitted (on file with Visit Southeast Montana) and the grants fell within the allowed budget, therefore we consider this method a success and will continue to employ it in the future.</p>
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Marketing Support	Joint Ventures	<p>Visit Southeast Montana considers the Joint Ventures line item a vital budget segment because it is basically a "2 for the price of 1" opportunity, plus Joint Ventures allow us the look both within and beyond the region to find similarities (ie: Little Bighorn and Big Hole Battlefields) and market thematically. These funds are specifically designated for use in joint marketing projects with lodging tax entities, including CVBs, Regions, the Montana Office of Tourism and Business Development or related entities like Montana State Parks.</p>	<p>Statistically and mathmatically, by participating in Joint Ventures, Visit Southeast Montana will double its investment -- leveraged or matched funds go farther, so this \$5,000 budget line becomes \$10,000 or more.</p>	<p>We are required to participate share the cost of printing the Montana Accommodations Directory; a printed directory will be considered a success.</p> <p>We will use facility visitation numbers to measure the effectiveness of our participation in Montana Dinosaur Trail projects.</p>	<p>We have found Joint Ventures with the MOTBD to be extremely effective in fulfilling our mission and marketing Visit Southeast Montana to the largest number of targeted potential visitors. We feel that by also participating in Joint Ventures with CVBs and Regions, we can further expand the success we've seen working with MOTBD. Collaboration simply makes sense. Joint Ventures also foster the partnering relationship that remains vital across the state.</p> <p>The 14-year-old Montana Dinosaur Trail is an excellent example of an incredibly successful Joint Venture Project with 334,544 individuals visiting rural communities across northern and eastern Montana. The combined effort of many entities made this possible.</p>	\$5,000.00	<p>The Montana Dinosaur Trail has been in existence since 2005. Of the current 14 facilities on the Trail, three are in the Visit Southeast Montana region and we are one of four regions that support this cooperative project. After 2019 season, two of those three saw significant increases in visitation and one remained flat.</p> <ul style="list-style-type: none"> • Carter County Museum + 39% • Frontier Gateway Museum: 0% • Makoshika State Park (VIC): +35% <p>Since the Trail's inception, overall traffic on the Trail has increased by 43%, with a 47% increase from 2018 to 2019 seasons.</p> <p>Based on these statistics, we consider our participation with the MT Dinosaur Trail to be a success and we will continue to employ this method.</p> <p>In FY20 we again contributed to printing the Montana Accommodations Directory with MOTBD; 40,000 were printed and ~11,000 have been distributed (much less due to the COVID-19 pandemic). A completed project is considered a success because we completed our requirement; we will continue to employ this method in the future.</p> <p>We will continue to use joint ventures as a marketing method – it makes sense to share costs – and some of these projects, like the Montana Dinosaur Trail continue to experience growth, year after year.</p>	
							When budget allows, the Visit Southeast Montana	

Marketing Support	Cooperative Marketing	<p>As previously stated, collaboration makes sense. In the past Visit Southeast Montana has offered Cooperative Marketing Grants to non-profit tourism related businesses throughout the region Successful applicants must demonstrate that the project (for which funds are being requested) will benefit Visit Southeast Montana by increasing tourism to the region. All TAC regulations must be met in order for funding to be given and the committee favors new projects and events over others.</p>	<p>Each organization which receives Cooperative Marketing Funds must provide research showing how the funds provided helped increase tourism to Visit Southeast Montana. Over the past several years, the research we've received has clearly shown that by providing funding for projects, we are indeed leveraging our tourism dollars in the most effective way possible</p>	<p>Plans to measure success for projects utilizing Cooperative Marketing funds include the event being hosted or project completed, within budget and by deadline, with a satisfactory completion report submitted to Visit Southeast Montana.</p>	<p>Most of the applicants for Cooperative Marketing funds are from small communities attempting to increase tourism to their town. Often times they would be unable to move forward with their project without the matching grant funds we supply. By offering Cooperative Marketing funds, we are helping to improve Southeast Montana's tourism infrastructure and promotion of small events and communities in a way we could not if we were to undertake the projects alone. In addition, Cooperative Marketing reinforces strong partnerships within the region</p>	<p>Board of Directors offers cooperative marketing grants to regional tourism partners in support of events or local projects that could influence visitors' experiences or increase overnight stays. Here's a summary of the projects that were supported by cooperative grant funds:</p> <p>Friends of Pompeys Pillar (FPP) – Fall Festival Military & First Responder Appreciation Day</p> <p>Funds supported advertising to promote the event. FPP reported 316 attendees (in heavy rain/snow) with 60% being from Montana. Of that 60%, about 68% traveled more than 150 miles to attend and 35% staying in Billings-area hotels. In addition, 46% were first-time visitors to the Pillar while 54% were repeat visitors. At this time we know that the event was canceled in 2020 due to the pandemic.</p> <p>Roundup Independence Day Extravaganze (RIDE)</p> <p>Funds supported advertising to promote attendance at RIDE in July of 2019. The event was incredibly successful with an increase attendance (as per wristband purchases) to more than 2,200 (was 1,300 in 2018) and the largest crowd ever for the Saturday evening concert. RIDE also reported that their goal was to have 5% vacancy at the three area hotels; the vacancy rate was less than 1%. All three hotels reported they were completely full (exception was a last-minute cancellation on one night). At this time we know that the event was canceled in 2020 due to the pandemic.</p> <p>Yellowstone Art Museum Summerfair</p> <p>A staple event for Yellowstone County, funds were used to expand attendance beyond 150</p>	\$20,000.00
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		This segment includes \$10,000 of intentional rollover from FY19 for projects that will not be complete until after July 1, 2019 (FY20).			and that helps tourism overall.		<p>miles. The three-day event was attended by approximately 6,500, which is roughly 1,500 less than 2018. Event organizers estimate that more than 50% of vendors are from outside of Yellowstone County along with more than 10% of attendees. In 2019, the event suffer from multiple strong storms, including hail that ruined some tents. At this time we know that the event was canceled in 2020 due to the pandemic.</p> <p>Powder River County Centennial & All-School Reunion</p> <p>School Community Development Council hosted the event, which drew 696 registered attendees, including: 307 from MT; 35 from WY; 21 from SD; 17 from CO and 10 from AZ (among other states) plus an attendee from Germany. Of the 354 attendees who reported they traveled to attend the multi-day event, 151 traveled more than 150 miles. Funds supported the creation and printing of walking maps, social media ads and other marketing materials. As the name implies, this was a one-time event.</p> <p>Based on project and report completion, we consider cooperative marketing grants to be a successful method and will continue to employ this method in the future, based on budget considerations.</p>
Marketing Support	Crisis Management	This is a placeholder. To be provided if method is implemented.	To be provided if method is implemented.	A fully-developed Crisis Communication Plan is the desired outcome.	If time and budget allow, Visit Southeast Montana will take the time to revisit the organization's strategy as it correlates to Crisis Communications.	\$100.00	These funds were a placeholder and were not spent in FY20. We do consider a placeholder a successful marketing method because it allows for flexibility and we will likely use this method in the future. The COVID-19 pandemic was not a factor in this method.

<p>Publicity</p>	<p>Press Promotions/Media Outreach</p>	<p>Public relations, earned media and media tracking are all strategies that allow Visit Southeast Montana to stretch the marketing dollar. Hosting media events for new tourism products or collaborating to bring media to a major or new event will leverage even more dollars into trackable product. This strategy compliments the Fam strategy.</p>	<p><i>Marketshare</i> notes that word-of-mouth has been shown to improve marketing effectiveness by up to 54%. And, again, Nielsen study shows that 92% of consumers believe suggestions from friends and family more than other advertising.</p>	<p>We will measure success by the quantity and quality of articles, blogs, content, images and video produced directly from our PR and media efforts.</p>	<p>This strategy includes cooperatively contracting a media tracking and database service with Visit Billings. This massive database allows us to mine for writers, bloggers, influencers and the like to cover very specific topics. We'll once again use the history buff example, noting that different writers may have a similar interest but a variety of outlets.</p>	<p>\$9,600.00</p>	<p>In FY20, we collaborated with MOTBD's Made in Montana/Taste Our Place staff on a content trip to promote and collect assets on regional partners who are serving Montana-made or -grown products in their café, bar or restaurant. It was a successful trip with MOTBD staff adding 3 partners to the TOP list and 1 renewal; in addition, they provided nearly 50 images for our use. We had planned to use this method in the spring to stimulate earned media. The COVID-19 pandemic and related shutdown prevented this and funds rolled into FY21. The majority of earned media resulted from TBEX (see fam trips).</p> <p>Overall in FY20, we experienced 968 mentions with a total reach of 845.6M and value of \$1.1M. We met our goal of 30 articles/segments so we do consider this a successful method and will continue to use it in the future.</p>	<p>FY20 Earned Media Reports.pdf</p>
		<p>Funds in this segment</p>	<p>Research also shows that social media, including social media influencers, supports brand lift, places opportunities</p>				<p>Social media remains an affordable and vital platform for Visit Southeast Montana, particularly for global reach. We maintain a presence on Facebook and Instagram. The former is more informative while the latter is more inspirational. We use social to inspire, inform, educate and share – it truly is multi-purpose.</p> <p>However, social media does not operate in a vacuum. When social media influencers, bloggers and other content creators travel, they post and create more engagement with their followers. When Visit Billings hosted the Travel Blog Exchange Conference in September, 2019, the social channels were filled with all-things-Montana.</p> <p>In addition, we use our social channels for paid</p>	

Publicity	Social Media	<p>support efforts in the social media realm including social media influencers, event promotions or "boosts" and other ways to enhance organic social media content throughout the region. This strategy also includes paid social media to specific target markets (such as the FY19 Dallas/Fort Worth paid social campaign that produced a CTR of .79%) and travel for staff to create social media content.</p>	<p>in front of followers and inspires "followers" to act. Nearly 70% of people would rather learn about products through good content. And 68% of consumers spend time reading blog content and other content from a brand that they find interesting.</p> <p>Additionally, according to the University of Massachusetts Dartmouth Center for Marketing Research, 77% of millennials make a purchase both online and in-store after viewing something on Facebook. <i>Fluent</i> noted that the top three social media for Millennials and non-Millennials (age 35+) are Facebook, YouTube and Instagram.</p>	<p>Social media analytics will provide a solid measure of success. Plus, quality social media content continually provides a strong brand boost.</p>	<p>Social media continues to gain in popularity and markets. While the majority of content will be created and/or gathered in-house, we will sometimes contract with social influencers to supplement and gain access to different audiences. Plus, social media is an ever-changing, ever-growing platform that allows for creativity and experimentation, often a "soft" forerunner of trends.</p>	<p>\$8,000.00</p>	<p>promotions, including more video in FY20. For example, the in-state experience ads targeted to Western Montana generated a 1.71% CTR and the warm season video promo generated 1.21% CTR with 57,683 thru-plays in less than one month, prior to the pandemic shutdown.</p> <p>Social media works and it is an ever-evolving communication tool that allows for creative marketing.</p> <p><u>Instagram:</u></p> <ul style="list-style-type: none"> • 795 posts • 6,067 followers • Increase of 5.9% <p><u>Facebook:</u></p> <ul style="list-style-type: none"> • 25,616 followers • Increase of 15.1% <p>Although we fell short of our goal of a 25% increase, we do feel that social media is a necessary marketing tool for the purposes described above. We would also like to note that new marketing personnel (hired in late FY20) generated an uptick in quality posts, followers and engagement. Our social channels were vital during the spring of 2020 to spread information during the COVID-19 pandemic. We will continue to use this method, likely more in conjunction with social media influencers and other content creators.</p>	<p>FY20 Social Media Summary.docx</p>
							<p>In FY20, Visit Billings hosted TBEX – the Travel Blog Exchange – Conference, which brought nearly 500 bloggers, journalist, photographers and digital content creators from across the globe to Billings. As a sponsor, Visit Southeast Montana played a major role, including hosting 6 scheduled pre-fams:</p> <ul style="list-style-type: none"> • Wings over Prairies to Hike & Hunt Fossils - 16 	

<p>Publicity</p>	<p>Fam Trips</p>	<p>This method sets aside funds for familiarization tours through Southeast Montana for tour operators, journalists, bloggers, free-lance writers, video producers, photographers and other content creators. It also includes promotional giveaways for welcome packets given to specific individuals or groups visiting the region plus includes a placeholder for film recruitment. These fam tours are often performed as a co-op with MOTBD or with other tourism entities including CVBs.</p> <p>The value of WOM - Word of Mouth - marketing cannot be fully understood (although some methods do try to monetize each "produced piece"). It is traditional and long-trusted. We will employ significantly more effort into WOM in the future.</p> <p>In FY20, Visit Billings will host the Travel Blog Exchange (TBEX) Conference in September. Approximately 400-450 bloggers, social media influencers and content creators from across North American will be in Billings, in the Southeast Montana region. Plans are already well underway for Visit Southeast Montana to collaborate with Visit Billings by hosting (3) pre-fam trips into the region and (2) post-fams via application-based awardees. This budget provides support for</p>	<p>Statistics have shown that international visitation to the United States and Montana in particular is increasing. Fam tours allow tour operator to personally experience the region, our "product" in a more intimate and influential situation.</p> <p>Research also shows that earned media, an article or video produced by a journalist, retains stronger media value than paid advertising. A Nielsen study shows that 92% of consumers believe suggestions from friends and family over advertising. WOM - Word of Mouth - is a crucial component of a comprehensive campaign.</p> <p>Additionally, Visit Southeast Montana will maximize TBEX and other Fam trips because:</p> <ul style="list-style-type: none"> You have a 434% higher chance of being ranked highly on search engines if you feature a blog as part of your website (Tech Client). Businesses using blogs as part of their content marketing mix get 67% more leads than those who don't (Hubspot). Blogging drives audience to the website. Research shows that 75% of users don't scroll beyond the first page of search results. 52% of respondents on a recent content marketing survey agreed that blogging is their most critical content marketing tactic. Blogging was followed by email newsletters (40%), social media content (40%), then ebooks, in-person events, and webinars. 	<p>Success will be measured based on earned media (articles, videos, blogs and the like) written by hosted journalists, photographers and other content creators.</p>	<p>Fam tours are an important method of bringing potential tour operators to educ groups into SEMT. Operators rarely are willing to add an area to their product line unless they have experienced it personally. Competition with other states often means that regions such as ours must compete to bring operators to Visit Southeast Montana.</p> <p>Fam tours remain an important PR tool in that journalists can be provided with unique experiences. These experiences often result in articles being written by journalists in various publications which can be worth tens of thousands of dollars, if not more, in media impressions and credibility. Photographers and video producers are included in this group - this inspirational component will be amplified.</p>	<p>\$12,000.00</p> <p>attendees</p> <ul style="list-style-type: none"> Get Hooked on Fishing – 8 attendees Bighorn Canyon By Water – 22 attendees <p>We worked with a multitude of regional tourism partners who provided complimentary services. For example, the Crow tribe (holds the concessionaire contract at Ok-A-Beh Marina) did not charge for pontoon rentals and NPS personnel provided pontoon drivers and interpretive guides. Cape Air provided (2) FREE Charter flights to/from Glendive where attendees visited Makoshika State Park. And Bighorn River Lodge provided free fishing guides (we provided their tips).</p> <p>The importance of tourism partner collaboration cannot be understated and truly what made these fams successful. From Glendive to Ekalaka, from Billings to Baker, nearly every partner we approach was willing and excited to contribute where and how they could.</p> <p>We also hosted <i>The Wild, Wacky & Wonderful of Southeast Montana</i>, a six-day post-conference fam for seven bloggers, which highlighted major attractions and activities along with the truly small-small town charm of the Southeast Montana region. From a beautiful and leisurely pontoon trip on Bighorn Lake (we even saw a bear) to the NFS Lookout Tower in the Custer Gallatin National Forest south of Ashland, to night skies in Medicine Rocks State Park, to rock-hunting on the Yellowstone River and an apiary in Miles City, the post-fam gave bloggers a plethora of unique experiences, plus an unexpected side of Montana.</p> <p>As a result of TBEX, with which all the bloggers were affiliated, 88 pieces were produced with a total reach of 9.6M and publicity value</p>	<p>TBEX Reporting.zip</p>
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Consumer	Printed Material	\$9,000.00	\$0.00
Consumer	Billboards/Out-of-Home	\$100.00	\$0.00
Consumer	Multi-Media Marketing	\$100.00	\$0.00
Consumer	Travel Guide	\$0.00	\$0.00
Consumer	Ad Agency Services	\$60,000.00	\$0.00
		\$321,266.00	\$0.00
Marketing Support	Outreach	\$3,000.00	\$0.00
Marketing Support	Opportunity Marketing	\$10,000.00	\$0.00
Marketing Support	Administration	\$115,017.00	\$0.00
Marketing Support	VIC Funding/Staffing/Signage	\$15,000.00	\$0.00
Marketing Support	Marketing/Publicity Personnel	\$120,000.00	\$0.00
Marketing Support	Joint Ventures	\$5,000.00	\$0.00
Marketing Support	Cooperative Marketing	\$20,000.00	\$0.00
Marketing Support	TAC/Governor's Conference meetings	\$2,500.00	\$0.00
Marketing Support	Professional Development	\$5,000.00	\$0.00
Marketing Support	Fulfillment/Telemarketing/Call Center	\$38,400.00	\$0.00
Marketing Support	Marketing Plan Development	\$4,100.00	\$0.00
Marketing Support	Research	\$100.00	\$0.00
Marketing Support	Crisis Management	\$100.00	\$0.00
		\$338,217.00	\$0.00
Publicity	Press Promotions/Media Outreach	\$9,600.00	\$0.00
Publicity	Social Media	\$8,000.00	\$0.00
Publicity	Fam Trips	\$12,000.00	\$0.00
		\$29,600.00	\$0.00
		\$689,083.00	\$0.00

Miscellaneous Attachments

Description	File Name	File Size
2016 Montana Brand Research	Montana Brand Exploration Research - Final Report of Findings V2 - Novme... (004).pdf	3.0 MB
SEMT Marketing Plan Funnel	SEMT Marketing Plan Funnel - FY19.pdf	12 KB

Reg/CVB Required Documents

Description	File Name	File Size
FY20 Required Documents	FY20_SEMT_Application_Docs.pdf	721 KB

