



**Grant Details**

**95522 - FY21 Region/CVB Marketing Plan**

**101288 - FY 21 Glacier Country Marketing Plan**

**DOC Office of Tourism**

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**Grantee Contact:** Racene Friede  
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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?*

**PREFACE**

**Glacier Country Regional Tourism Commission (Glacier Country Tourism)** is responsible for promoting our eight county region and its 75+ communities as an attractive travel destination and enhancing its public image as a dynamic place to live and work for our ultimate customer, the residents of Montana. Through the impact of travel, we strengthen the economic position and provide opportunity for people in our communities.

The work we do is essential to the economic and social well-being of the communities we represent, driving direct economic impact through the visitor economy and fueling growth across the entire economic spectrum by creating familiarity of Western Montana, attracting decision makers, sustaining air service and improving the quality of life in the region. Destination promotion is a public good for the benefit and well-being of all; an essential investment no community can afford to abate without causing detriment to our community's future economic and social well-being. Destination marketing is the fuel that starts the economic engine and keeps it running.

At time of plan submission, the COVID-19 global health crisis is still at high risk. This marketing plan provides us with the strong foundation we will use to respond, research, strategize, develop, implement, test, monitor and adjust based on the current state of the public health and safety of our communities and the residents and visitors who are our customers. Destination marketing will be critical in the Montana's recovery from COVID-19.

**COVID-19 Background**

On January 30, 2020, the International Health Regulations Emergency Committee of the World Health Organization declared the outbreak a "public health emergency of international concern" (PHEIC). On January 31, 2020, Health and Human Services Secretary Alex M. Azar II declared a public health emergency (PHE) for the United States to aid the nation's healthcare community in responding to COVID-19.

## Status of COVID-19 in Montana

At the time of this marketing plan submission, visitors and residents are required to follow state directives limiting travel, human interaction and business. Montana public health agencies and the Governor's Coronavirus Task Force are actively working to limit the spread of novel coronavirus in Montana. The Montana Department of Public Health and Human Services is closely monitoring this rapidly evolving public health situation and is updating its website daily.

## Glacier Country Tourism Response

Glacier Country Tourism is monitoring the coronavirus (COVID-19) situation closely. Montana public health agencies, Centers for Disease Control and Prevention (CDC), U.S. Travel Association and many other trusted agencies and associations are providing regular updates regarding the current status and its impact on the travel and tourism industry. We are making every effort to help share current information about ongoing developments.

We are reviewing our current management and marketing efforts on a regular basis in order to be responsive to changes as well as prepare to assist our communities and industry.

## ABOUT WESTERN MONTANA'S GLACIER COUNTRY

As our name implies, Glacier Country is home to the Crown of the Continent—Glacier National Park. Within the park, visitors can take in the tranquility of spring's emergence, bask in gorgeous fall colors and wildlife watching, and explore miles of serene Nordic and snowshoe trails in winter. Anchoring the park is the Going-to-the-Sun Road. An engineering marvel and National Historic Landmark, the Going-to-the-Sun Road is a bucket list bicycle trip for spring visitors.

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

- Geographic size: 22,000 square miles
- Population: 335,000
- Largest communities: Missoula, Kalispell, Whitefish and Hamilton
- Average February temperature: High of 39 degrees Fahrenheit and low of 31 degrees Fahrenheit
- Average July temperatures: High of 86 degrees Fahrenheit and low of 51 degrees Fahrenheit
- American Indian Tribes: Blackfeet, Kootenai, Pend d'Oreille, Bitterroot Salish
- Rural Corridors: Tour 200, I-90 Corridor, Bitterroot Valley, Flathead Corridor, Northwest Corridor, Seeley-Swan Corridor, Blackfoot Corridor, East Glacier Corridor, Glacier National Park Surrounding Area

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

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

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

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

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

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

## WHY THEY COME

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

More spectacular unspoiled nature than anywhere in the lower 48 states

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

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

- Art galleries
- Artisan tours and events
- Explorer trails: Lewis and Clark, David Thompson, John Mullan
- Historic "red buses" of GNP
- Historic sites
- Historic St. Mary's Mission

Main-street businesses

- Museums
- Live music
- Railroad history
- Shared border with Canada
- Live theater
- Two American Indian reservations/native culture and history

Breathtaking experiences by day and relaxing hospitality at night

- American Indian reservations
- ATVing
- Biking and cycling
- Birding
- Boating
- Camping and RVing
- Destination learning
- Dog sledding
- Downhill skiing
- Festivals/music
- Fishing
- Golfing
- Hiking
- Historic sites
- Horseback riding
- Kayaking and canoeing
- Llama trekking
- Montana state parks
- Motorcycle touring
- Mountain biking
- Nordic skiing
- Pow wows
- Public art
- Rafting
- River surfing
- Rodeos
- Running events and competitions
- Scenic flights
- Skijoring
- Sleigh rides
- Snowmobiling
- Sportsman adventures
- Stand-up paddleboarding

Hospitality

- Blackfeet Community College
- Breweries
- Cideries
- Dining
- Distilleries
- Farmers markets
- Farm-to-table restaurants
- Flathead Valley Community College
- Meeting and convention space
- Missoula College
- Salish Kootenai College
- Special event venues (entertainment)
- University of Montana
- Visitor information centers
- Wedding venues
- Wineries

Abundant lodging and camping (independent, brand and boutique)

- Bed-and-breakfasts
- Bicycle accommodations
- Boutique accommodations
- Cabins
- Camping/RV
- Chalets
- Condominiums
- Glamping

- Hostels
- Hot springs
- Hotels and motels
- Lodges
- Ranches
- Resorts
- Tiny homes
- Tipis and yurts
- Treehouses
- University residence halls
- Vacation homes and short-term rentals

## STRENGTHS

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

Brand pillars (previously detailed)

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

Well-preserved cultural and heritage offerings

- Museum of the Plains Indian (Browning)
- Conrad Mansion Museum (Kalispell)
- Going-to-the-Sun Road (Glacier National Park)
- Libby Dam (Libby)
- St. Mary Mission (Stevensville)
- Route of the Hiawatha (De Borgia)
- St. Ignatius Mission (St. Ignatius)
- Sanders County Historical Museum (Thompson Falls)
- Historical Museum of Fort Missoula (Missoula)

Partnerships

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

Seasonality

- The eight counties of our region see fluctuations in traveler numbers depending on the season and location.
- Overall, our region's high season is June through September. However, there is some variance among our eight-county region, and there are opportunities for growth throughout the 75+ communities in Glacier Country.

Annual Glacier Country signature events

- The Event at Rebecca Farm (Kalispell)
- Arts in the Park (Kalispell)
- Huckleberry Festival (Trout Creek)
- Cabin Fever Days (Martin City)
- Whitefish Winter Carnival and Skijoring World Championship (Whitefish)
- North American Indian Days (Browning)
- McIntosh Apple Day Festival (Hamilton)
- Missoula Marathon (Missoula)
- Rendezvous Days (Eureka)
- Flathead Cherry Festival (Polson)
- Montana Spartan Race (Bigfork)
- Great Northwest Oktoberfest (Whitefish)
- 4th of July Celebration (Bigfork)
- Arlee 4th of July Celebration and Pow Wow (Arlee)
- 4th at the Fort (Missoula)
- River City Roots Festival (Missoula)
- Big Sky Documentary Film Festival (Missoula)
- Under the Big Sky (Whitefish)

## RURAL CORRIDOR MARKETING PLAN

Glacier Country Tourism has a strategic marketing plan specific to its rural corridors. We identify nine corridors covering our smaller communities. Our marketing plan implemented in FY 2019, consists of development of a marketing opportunity packet to be used to educate our communities on Glacier Country Tourism, our benefits to communities and our benefits for partners.

The Glacier Country Tourism team will schedule at least one focused trip per year to each corridor that will include social coverage and a meeting with community members. We will also have an annual training and education event that will focus on our smaller communities and rural corridor promotion.

In addition to our education, outreach and training, Glacier Country Tourism reports quarterly on our marketing efforts for each corridor and launched a rural grant match program in 2019.

#### Western Montana Rural Corridors:

- Tour 200: Dixon, Paradise, Plains, Thompson Falls, Trout Creek, Noxon, Heron, Hot Springs
- I-90 Corridor: Frenchtown, Huson, Alberton, Superior, St. Regis, De Borgia, Haugan, Saltese
- Bitterroot Valley: Lolo, Florence, Stevensville, Victor, Corvallis, Hamilton, Darby, Conner, Sula
- Flathead Corridor: Arlee, Ravalli, St. Ignatius, Moiese, Charlo, Ronan, Pablo, Polson, Big Arm, Elmo, Dayton, Proctor, Rollins, Lakeside, Somers
- Northwest Corridor: Marion, Kila, Libby, Troy, Yaak, Rexford, Eureka, Fortine, Trego, Stryker, Olney
- Seeley-Swan Corridor: Bigfork, Ferndale, Swan Lake, Condon, Seeley Lake
- Blackfoot Corridor: Bonner, Clinton, Greenough, Ovando
- East Glacier Corridor: Browning, Cut Bank, East Glacier Park
- Glacier National Park Surrounding Area: Babb, Columbia Falls, Coram, East Glacier Park, Essex, Hungry Horse, Martin City, Polebridge, St. Mary, West Glacier

#### OUTREACH PROGRAM

Glacier Country Tourism has implemented a Community Relations and Outreach Plan. As a regional tourism bureau covering an area the size of many states, brand marketing and partnership development has been the primary focus. Individual community involvement in these efforts has not always been strong, leaving much of the product identification up to the marketing team, organizational leadership, engaged partners and board of directors.

As awareness of the tourism industry grows, positive and negative perceptions of it also grow. Montana's destination organizations, including Glacier Country Tourism, have mostly operated behind the scenes without telling our own story—sharing what we do, how we do it, why we do it and how well we have done.

This thoughtful community relations and outreach plan provides a strategy to reach a much broader audience to ensure the answers to these questions and many more are inclusive, thoughtful, accurate, trusted and empowering.

#### FILM PROMOTION PROGRAM

Film-induced tourism can affect travel decisions when potential tourists plan their upcoming holiday or visit to a destination. Films, documentaries, TV-productions and commercials inspire people to experience locations seen in the content screened, to explore new destinations.

Film tourism is an excellent vehicle for destination marketing and also creates opportunities for product and community entrepreneur development such as location tours or film heritage museums, to name but a few.

Glacier Country Tourism will use this method to explore opportunities where we can work directly with the Montana Film Office and other leading film production businesses and organizations to develop projects and programs leveraging the MEDIA Act, helping communities who desire to learn more about how to work with the industry.

We will also serve as film ambassadors for the communities within our region for the Montana Film Office when they have production companies who need more local support and information.

#### CHALLENGES

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

#### Identified Challenges

1. Airline challenges
2. Changing landscape
3. Crisis outreach and traveler education
4. Economy
5. Emerging markets
6. Glacier National Park and public lands infrastructure and maintenance issues
7. International issues
8. Market competition
9. Over-capacity visitation of Glacier National Park in peak season (visitor expectations, infrastructure, change in approach to marketing visitation during those times, messaging around capacity limits for visitors and road/trail closures)
10. Perception of Glacier National Park being closed when the Going-to-the-Sun Road isn't open in its entirety
11. Perception of remote location
12. Public transportation
13. Shared economy services
14. Smoke and wildland fire
15. Technology – algorithms for social media and search engines
16. Federal government closures
17. Destination marketing funding
18. Destination marketing organization awareness
19. Weather
20. Workforce challenges (higher education perspective and perception)

#### Describe your destination.

According to the Preliminary 2018 Biennial Edition of The Economic Review of the Travel Industry in Montana (developed by ITRR—the Institute for Tourism & Recreation Research), more than 12.6 million travelers spending an estimated \$3.64 billion chose Montana as their travel destination.

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

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

#### **INSPIRATION**

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

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

#### **ORIENTATION**

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

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

#### **FACILITATION**

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

**Optional: Include attachments here**

GC Marketing Plan\_FY21\_Challenges.pdf

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

#### **GEOGRAPHIC TARGETS**

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

#### **REGIONAL DRIVE TARGET MARKETS**

(all geographic areas within 600 miles of Glacier Country)

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

#### **OTHER TARGET MARKETS**

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

#### **DEMOGRAPHIC TARGETS**

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

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

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

#### PSYCHOGRAPHIC TARGETS

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

#### OTHER TARGETS

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

*b. What are your emerging markets?*

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

**Optional: Include attachments here.**

*c. What research supports your target marketing?*

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

Glacier Country's primary marketing goals are:

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

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

We are open to joint venture efforts for leisure advertising, publicity, film, group tour, meetings and conventions and international FIT. We are currently working with MOTBD on several projects and look forward to seeing what we can accomplish together in the coming year. We find the most effective joint ventures with Montana Office of Tourism and Business Development are through publicity, international, group tours and meetings and conventions. In FY 2019, Glacier Country committed \$50,000 to projects with bed tax funded organizations but spent a total of \$146,800.

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**Optional: Include attachment here.**

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

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

Glacier Country joined with Yellowstone Country on a couple joint ventures specific to Western Montana. The Glaciers to Geysers campaigns have been incredibly successful and partners within our regions are thrilled with the results. Glaciers to Geysers is a niche market website supported with paid advertising that blurs the lines between the two regions, catering to visitors who do not understand the geographic boundaries of our state. Snowmobiling and motorcycle tours were the first segments, followed by winter activities and museums and historical sites in FY 2020. We have planned for two or three more in FY 2021.

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

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

- FY 2016 = \$92,000 (actual)
- FY 2017 = \$50,000 (actual)
- FY 2018 = \$75,000 (actual)
- FY 2019 = \$128,000 (actual)
- FY 2020 = \$146,800 (actual)

The Glacier Country Cooperative Marketing Grant Program (GCCMGP) was launched in 2019 with a budget of \$40,000. It was designed to provide matching expense reimbursement funding for projects to promote an area or event on a cooperative basis with a nonprofit tourism-related organization. The intent of this program is to encourage the development of new or expanded marketing projects, thereby increasing the tourism appeal of the city or region to nonresident visitors.

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

- Return on investment
- Brand support

- Community/partner outreach and support

Optional: Include attachments here.

Optional: Include attachments here.

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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	Electronic Adv - Newsletter, E-blast	Glacier Country Tourism will continue to send seasonal and niche newsletters with content that features activities, events and attractions throughout Glacier Country to customers who have requested customized information based on their interests. Our design will include color photos and links to websites and social media sites for additional information as well as special promotions and package offers. Our agency of record will work with the staff to solicit area information and determine content to be featured in each. We will continue to optimize our email strategy for mobile and tablet devices and across a multitude of platforms and browsers.	<p>"Brands can seize opportunities to personalize consumer experiences, even before they embark on a trip. With more travelers turning to digital for assistance, marketers can connect with customers when they first express intent through online inspiration or research. Travel companies can segment their audiences, combine first- and third-party data, and use machine learning to connect with customers. As traveler behavior continues to evolve, expectations will continue to rise. Navigating these changes can be challenging, but digital provides more opportunities than ever for marketers to meet traveler intent and expectations at every turn. And that's a trip worth taking."</p> <p>Google/Phocuswright Travel Study 2017</p>	We will measure the effectiveness of this marketing segment by monitoring open rates, click-thru rates and total sends for each newsletter.	We have had tremendous success over the years maintaining a relationship with those who have requested travel information and assistance. We have experienced open rates between 12% and 35% during the marketing year. Our lower open rates are typically associated with large list blasts but on average they generate over 25,000 opens in a typical blast of 210,000. In the past 12 years we have increased the clean recipient list from 140,000 to over 1,000,000. Each person who signs up for our newsletters provides us with information that allows us to only send them information that is of interest to them. Every year, we continue to enhance our ability to provide each person customized content for planning a trip to Western Montana.	\$0.00	<p>Glacier Country Tourism continued to send seasonal, activity and campaign specific electronic newsletters and emails to our consumer email database in FY 2020 2021. Content featured activities, events and attractions throughout the region. All included color photos and link to webpages for additional information as well as special vacation promotions and package offers. An ongoing challenge is to provide engaging content in the ever-changing environment of content overload. We are constantly analyzing and updating our lists, email/newsletter formats and technology to stay current, relevant and useful to our recipients.</p> <p><b>Our consumer newsletters and eblasts have an 11.04% open rate</b> compared to an industry average of 13% for <b>863,240 sends with a 2.75% click thru rate. Our B2B newsletters have a 18.2% open rate to 29,972 sends with a 1.31% click thru rate</b> for group/FIT operators. <b>Our combined webpage traffic increased by 15% from 1,594,892 to 1,829,028.</b> We continue to evaluate the design and content of our mailings to increase the open and click thru averages.</p> <p>This marketing method was successful as it achieved what we had hoped as measured in our overall goals/results below. Although we paid for this program with an alternate source of funding, it was key to our overall strategy. We plan to continue to use electronic and email advertising in our future marketing efforts.</p> <p>Our newsletters performance reports are attached. To view all of our consumer reporting including total web visitor and call center webpage reports, open the attached end of year marketing reports attachment at the bottom of this page.</p> <p>FY 2021 relevant objectives/results:</p> <ul style="list-style-type: none"> <li>• Increase Electronic Response By 2% Over FY20: Actual 2,071,546/15% Change</li> <li>• Increase Use of Responsive Website By 2% Over FY20: Actual 1,829,028/15% Change</li> <li>• Increase Consumer Lead Database By 2% Over FY20: Actual 1,327,894/10% Change</li> </ul>	0 Glacier Country FY21 Email Newsletter Report.pdf
		We plan to target our primary	In 2019, domestic travelers spent \$972 billion in the United States—representing 86 percent of total travel expenditures.				Glacier Country employed a mixed media strategy that included digital online, print, OTT (streaming TV), broadcast, billboards	

Consumer	Multi-Media Marketing	<p>and secondary markets using a mixed media approach with most consumer advertising dedicated to digital advertising in geographic, demographic and psychographic markets as outlined in our narrative, including social media advertising. Online digital advertising is a highly focused and efficient method to drive website traffic, inquiries and visitation. Each year we develop creative that is consistent yet appropriate for the audience we are concentrating on. Our approach includes bringing additional focus to emerging markets through the use of blogs and niche travel content websites.</p> <p>Glacier Country Tourism fully supports the efforts of MTOTBD by promoting Montana as a travel destination. We follow the Montana brand by using iconic imagery to tell our authentic story, as it relates specifically to Glacier Country and in partnership our DMOs and industry stakeholders.</p>	<p>Domestic travel spending directly supported 7.9 million American jobs. With international inbound travel and business travel slowing, domestic leisure travel will continue to be the main driver for growth in the U.S. travel industry.</p> <p>The average traveler spends 13% of their time online conducting travel-related activities.</p> <p>That won't surprise anyone who's ever started planning an Alaskan vacation after scrolling through a friend's wilderness photos or researched Rio hotels after watching a documentary about Carnival.</p> <p>When it comes to travel, inspiration is everywhere. As a result, the purchase path is full of twists and turns. It ranges from days to months, stretches across thousands of touchpoints, and generates a mountain of data in the process.</p> <p>But people don't act on every inspiration. Each traveler has underlying needs that vary by trip.</p> <p>When a brand shows it can meet those needs, people usually respond by taking an action. While needs can be emotional or functional, they're the considerations that matter most to each traveler — often more than price.</p> <p>Thinkwithgoogle.com: Travel Customer Journey in 2020</p>	<p>Success will be measured in a variety of ways. If a publication offers reader service, we will report the number of inquiries associated with that print placement along with circulation and/or readership. We will also measure website traffic, call activity and information inquiry requests and downloads associated with the timing of the placement. For digital, we use a combination of analytic tools to track impressions delivered and click thrus.</p>	<p>We strive to stay ahead of the paid media curve in our print and digital media including targeting and retargeting. Multi-media marketing methods generally have strong measurement and acquisition tools to ensure we are getting the most return on investment for our media budget. While print is more difficult to track than digital, almost all print placement includes added value digital and social elements which increase their effectiveness.</p>	\$280,000.00	<p>and airport signage. See our report to view the consumer media plan and the performance results.</p> <p>Overall, our online digital, OTT and broadcast consumer paid media plan delivered 31,896,568 impressions with a CPM = \$8.61. Total clicks generated was 131,2287 for a total digital click thru rate of 0.41% - 4.5 times the national average. Per the inquiry source report, total leads generated was 65,359.</p> <p>This marketing method was successful as it achieved what we had hoped and is noted in our successful overall goals/results below. We plan to continue to maintain multi-media advertising in our future marketing efforts.</p> <p>Due to file size, copies of the scanned advertisements can be viewed via the cloud upon request.</p> <p>FY 2021 relevant objectives/results:</p> <ul style="list-style-type: none"> <li>• Increase Overall Consumer Response By 2% Over FY20: Actual 2,133,457/15% Change</li> <li>• Increase Electronic Response By 2% Over FY20: Actual 2,071,546/15% Change</li> <li>• Increase Use of Responsive Website By 2% Over FY20: Actual 1,829,028/15% Change</li> <li>• Increase Consumer Lead Database By 2% Over FY20: Actual 1,327,894/10% Change</li> </ul>	Glacier Country FY21 Paid Media Performance Report FINAL.pdf
Consumer	Travel/Trade Shows	<p>Glacier Country Tourism prioritizes travel shows that match our geographic and demographic targets. Whenever possible, we partner with other regions and CVBs to maximize our budget efficiencies and increase the Montana presence. We display highly visual, four-color banners and travel booth panels that are on-brand - Glacier Country fully integrates the Montana brand. We negotiate for added-value whenever possible, including literature distribution, presence in show promotion, etc. At past shows, we have had a significant increase in lead generation by offering a strong call-to-action in the form of a significant giveaway. In the FY 2021 year, this budget line item will serve more as a placeholder should a unique opportunity arise.</p>	<p>In a survey of attendees at Travel &amp; Adventure Show, 78% of attendees book a trip within six months with an exhibitor they met at the show. With exceptionally high household income levels, you can count on meeting consumers who are looking to, and will, book their next tour from a brand they trust.</p>	<p>Travel show success is measured in a number of ways. We calculate the number of attendees that are exposed to our booth and the Montana message. We tally the number of travel guides distributed and giveaway entries collected. We also monitor unique website visits, phone call inquiries and general interest in our destination.</p>	<p>There are numerous travel options for visitors both domestically and internationally. Having a Montana presence can be effective to showcase all our state has to offer, moving it to the forefront of the decision making process when determining a destination. Travel shows offer a unique one-on-one engagement with a potential visitor, building trust and brand loyalty.</p>	\$1,000.00	<p>Glacier Country Tourism did not attend any consumer travel shows in FY 2021.</p> <p>Travel shows are a valuable marketing method and while we did not utilize this budget this year, we plan on keeping this method in future years marketing plans.</p>	
Consumer	Sweepstakes	<p>In FY 2020, we continued our level of giveaways by providing cash cards, America the Beautiful National Park Passes and experience prizes as our call-to-action for the campaigns. When needed, we generally have significant support from our partners that include in-kind and/or deeply discounted rates for services such as accommodations, tickets and rentals. Three out of four of our largest lead generators in FY 2019 had</p>	<p>Yahoo Small Business says call-to-actions (CTAs) are critical for achieving any results online, because traffic, subscribers and followers don't do you any good until they become leads and eventually customers. That's why calls-to-action can be used in more places than just your website. They should also be employed in</p>	<p>We measure success by tracking the number of leads generated from campaigns that a giveaway was associated and the total number of giveaways we</p>	<p>Over the past several years we have experimented with various types of call-to-action (CTA) incentives in our promotions. The type and value of the giveaway incentives varies each year. Depending on the marketing channel, the response varies. Online, all tend to perform well as compared to no call-to-</p>	\$15,000.00	<p>We have used contest sweepstakes for many years with the past several doing giveaways with cash and service prizes as our call-to-action (CTA) for the summer, winter. Our overall consumer response increased by 15% this year for a total of 2,133,457. Total new leads generated was 125,052 which brings our consumer leads database to 1,327,894. Visit our complete list of our inquiries by source in the attached report. Per the giveaway rules, we post the winner's name and on our <b>website</b>. For privacy purposes, exact names and prizes provided to them are kept on file at Glacier Country. These are reviewed and verified</p>	Giveaway Boxes.pdf

		<p>CTA giveaways attached and resulted in over 70,000 leads. The call-to-action for the campaign giveaway is promoted via all our marketing mediums including social media, online and print.</p> <p>We plan to continue this strategy for FY 2021.</p>	<p>your blog, social media, email blasts, guest articles, sponsored content editorial and anywhere else you publish or market online.</p>	<p>provided in the budget year.</p>	<p>action. At travel shows, larger, more extravagant giveaways work far better than smaller ones.</p>		<p>yearly by the compliance specialist during our MOTBD audit. The photos of our prize boxes can be found in the attached document. We gave away 14 sweepstakes gift boxes in FY 2021.</p> <p>This marketing method was successful as it achieved what we had hoped as measured in our overall goals/results below. We plan to continue to use this method in our future marketing efforts.</p>	
Consumer	Webpage Marketing/SEO/SEM	<p>We continue to complement the design of our primary and mobile websites promoting Glacier Country online with marketing strategies that include search engine optimization, search engine marketing submission and copywriting that encourages site visitors to take action and integrates keywords used for SEO, SEM, website design strategies, online promotions, reciprocal linking, email marketing and social media.</p> <p>The use of search engines to drive traffic to tourism destination websites has only grown more important over the years. We focus a good deal on organic and paid search engine marketing to improve our position among hundreds of keywords prospective travelers are using while they consider vacations destinations.</p>	<p>When done well, SEO can provide an important — and cost-effective — strategy for organic growth. In fact, the <b>latest research</b> from web analytics company Parse.ly shows Google Search accounted for around half of external referrals to the publishers in its network this past year.</p> <p>Sean O'Keefe/January 2019</p> <p>The reality is that SEO still matters in 2020, though many of the practices and methods have changed. For example, <b>Google's 2019 BERT update</b> lit a fire under SEO professionals to focus more on optimizing content based on search intent rather than keywords. Many businesses still need SEO, but they'll need to adapt to the shifting landscape.</p> <p>Brand Authority And Reach: According to a <b>2014 survey</b>, 84% of the millennial respondents said they don't like advertising (and many of them don't trust it). It seems that many of this generation of buyers are becoming more resistant to traditional tactics like cold calling, email spam and even paid ads.</p> <p>But with SEO, businesses can reach this demographic where they are already looking for brands — <b>search engines</b>. SEO works as a form of inbound marketing that attracts customers to you rather than interrupting their natural scrolling with pushy sales tactics.</p> <p>Alex Valencia, <i>Forbes</i></p>	<p>We will measure success by tracking our webpage analytics, lead tracking and total web visitor reports. Together these help us achieve our overall goal results.</p> <p>We have analyzed our own analytics and traveler data and looked to find strategic content that places well organically and leads to a high conversion of searches to website visitors for glaciermt.com. We are constantly challenging our team to research new internet marketing strategies in the hopes of driving more traffic to our websites and social media channels.</p>	<p>Webpage marketing consists of search engine optimization (SEO) and search engine marketing (SEM). SEO is increasing the amount of website visitors by getting the site to appear high on results returned by a search engine. SEM is considered internet marketing that increases a site's visibility through organic search engines results and advertising. SEM includes SEO as well as other search marketing tactics.</p> <p>Webpage marketing helps the content within the website best serve the needs of customers and help customers find great content quickly while searching. Every page of <b>glaciermt.com</b> is written with keyword search strings. When we buy keywords, we are then able to boost the organic search with paid search. In FY 2018, we launched a new glaciermt.com using forward thinking SEO strategy. After only one week, we were already getting higher organic search engine rankings than we were able to do using both organic and paid previously. Add in the power of paid keywords and we are now able to widen the scope to build lesser known pages, specifically community and activity-based landing pages. In FY 2019, we broadened our SEO and SEM to focus on building awareness of our 75 rural communities and lesser traveled corridors.</p>	\$20,000.00	<p>Our webpage marketing effort continues to complement our paid media placement very nicely. While keywords and well-crafted editorial on a webpage work very nicely to organically optimize a website for search engine optimization (SEO), paid webpage marketing greatly elevates all the pages within a site and bring them up in the search rankings. We use our webpage marketing budget in a variety of ways thus combining into a broad-based strategy that helps us reach our overall goal to grow our web presence. We meld organic with paid webpage strategizes:</p> <ul style="list-style-type: none"> <li>Careful search engine optimization analysis and constant editorial adjustments on <b>glaciermt.com</b> using best practices and a host of software applications to measure results and compare progress with competitors in our industry.</li> <li>Paid keyword or other targeting segment purchasing with Google, YouTube, Bing and other engines we feel serve our needs and align with the marketing plan objectives.</li> <li>Special expanded focus on the rural community pages and related organic traffic opportunities to supply potential web searchers looking for tourism information in our lesser-known rural communities with updated, quality content and rich media.</li> <li>Content pages designed for search engines categorization, back link opportunities, to drive traffic and a host of organic search steps such as directory registrations, content refreshers and regular weekly tasks that benefit page rank and organic positioning of <b>glaciermt.com</b> on the world wide web.</li> </ul> <p>SEO coding work with microsites and other boutique content areas we feel provide us a competitive advantage to market on search engines to drive new traffic streams to the website. This year, we combined content that has performed well for us on our website with new keywords that directly fed what Google keywords we bought to support our website for Google search placement.</p> <p>Maintenance of trending keywords we want to improve upon for our competitive page ranking and monitor daily to improve our positioning to capture the awareness and business of potential visitors using the web for travel research needs.</p> <p>Having a strong webpage marketing strategy is absolutely critical in the ever-changing digital landscape for destination marketing. We will plan on maintaining the element of our overall marketing strategy as it certainly aids in the overall success of meeting and exceeding our marketing goals.</p>	FY21 SEO-SEM Keywords+Inquiry_Source_Report.pdf

							<p>We attribute 63,130 inquiry leads generated from Google alone.</p> <p>Site traffic remains very strong for the and we saw another 15% growth for FY 2021 for a total of 1,829,028 unique user sessions.</p> <p>This marketing method was successful as it achieved what we had hoped as measured in our overall goals/results below. We plan to continue to use this method in our future marketing efforts.</p> <p>To see a complete list of keywords used for this funding year, see the attached report.</p> <p>FY 2021 relevant objectives/results:</p> <ul style="list-style-type: none"> <li>• Increase Use of Responsive Website By 2% Over FY20: Actual 1,829,028/15% Change</li> <li>• Increase Consumer Lead Database By 2% Over FY20: Actual 1,327,894/10% Change</li> </ul>	
Consumer	Cooperative Marketing	<p>Glacier Country Tourism has created a program that offers more assistance for our charming small towns to help them not only understand what tourism can do for them but to work with them through education workshops (three workshops currently exist), essential marketing training, best practices, etc. and help connect them to other people/organizations/agencies that have programs that could help them. We hope to develop this program in coming years to strengthen Glacier Country's position as a premier destination while also stimulating our rural economies, protecting and enhancing local resources and fostering community pride.</p> <p>Building upon the workshop series we already offer, we have created a marketing assistance grant program that can be used for specific marketing campaign development and implementation (cannot be used for material development without a distribution campaign included) by a community (chamber, CVB, main street organization, development organization).</p>	<p>According to TravelAge West's webinar with ASTA's Young Professionals Society (YPS), marketing partnerships are cooperative agreements that build new relationships, further ones that already exist, and utilize co-op funds to grow business. These relationships aim at a market that the companies already have a presence in, or at a market that they are trying to break into.</p>	<p>We will create the Glacier Country Cooperative Marketing Grant Program. Each application requests how they will measure success. Before awarding the grant, we will review to ensure they are using measurables that meet the requirements funded DMOs must follow according to TAC rules and regulations. Individual grant reports will be required by all recipients that will report against the identified measurables in the application.</p>	<p>Visitors to Glacier Country are looking for experiences throughout the region—no matter how far off the beaten path. They are especially interested in taking advantage of the region's abundant outdoor recreational activities, natural and cultural landscapes, and authentic Montana experiences.</p> <p>Our board is made of up representatives from across all eight counties and realize the importance of our organization reaching out to offer assistance to our communities who would like it to either develop or expand their tourism economy.</p>	\$40,000.00	<p>We were thrilled to create the Glacier Country Cooperative Marketing Grant Program (GCCMGP) designed to provide 50/50 matching expense funding for projects to promote an area or event on a cooperative basis with a nonprofit tourism-related organization. The intent of this program is to encourage the development of new or expanded marketing projects, thereby increasing the tourism appeal of the city or region to nonresident visitors.</p> <p>Glacier Country Tourism uses the online grant program Submittable. It allows us to manage the program 100% online. Once the project is done, we can download the entire project in a .zip file and save to our server.</p> <p>We had four completed applications this budget year.</p> <ol style="list-style-type: none"> <li>1. Polson Chamber of Commerce Visitor Guide. <i>Report attached.</i></li> <li>2. Ronan Chamber of Commerce Chainsaw Carving Rendezvous. <i>Report attached.</i></li> <li>3. Whitefish Songwriters Festival. <i>Report attached.</i></li> </ol> <p>This marketing method was successful as it achieved what we had hoped as measured in our overall goals/results below. We plan to continue to use this method in our future marketing efforts.</p> <p>FY 2021 relevant objectives/results:</p> <ul style="list-style-type: none"> <li>• Revenue Indicators For Performance: <ul style="list-style-type: none"> <li>◦ Stabilize Lodging Tax Revenue Compared To 2019 (Not 2020): Actual \$13,292,308/32% Change</li> <li>◦ Monitor RevPAR By 1.5% (STR): Actual 57.32/5.7% Change</li> <li>◦ Monitor RevPAR By 1.5% (AirDNA): Actual 246/90.7% Change</li> </ul> </li> </ul>	Final Project Reports FY 2021.pdf
							<p>Glacier Country understands the importance of having knowledgeable professionals who can help develop our marketing plan, implement it and then evaluate it for its overall performance. The success of our program is directly responsible for having the right resources, expertise and passion to promote Western Montana's travel</p>	

Consumer	Ad Agency Services	<p>Glacier Country Tourism's agency of record works closely with us on many facets of our marketing plan from strategy and implementation to tracking and analysis. Their staff works thoroughly with our staff, board of directors, partner organizations and other agencies to analyze current problems and opportunities as well as our past and current effectiveness.</p>	<p>Advantages of having a qualified agency provide marketing services include having a full team of talent without the considerable overhead cost of supporting that team. We can scale the services up and down according to the projects and services we need them to provide. Our current agency of record is a Missoula-based business that provides us with the following services.</p>	<ul style="list-style-type: none"> <li>• Brand Management</li> <li>• Marketing Strategy</li> <li>• Research</li> <li>• Creative Development,</li> <li>• Creative Design</li> <li>• Media Buying</li> <li>• Marketing Partnership Development and Management (Cooperative and Joint Ventures)</li> <li>• Social Media Management</li> <li>• Content Creation (research, copywriting, proofing, editing)</li> <li>• Call Center, Telemarketing and Mail Fulfillment</li> <li>• Content Marketing</li> <li>• Web Design, Development + Hosting</li> <li>• Website Conversion Optimization</li> <li>• Search Engine Marketing (SEM) + Search Engine Optimization (SEO)</li> <li>• Print and Digital Advertising</li> <li>• Photo and Video Acquisition, Editing and Production</li> <li>• Email Marketing</li> <li>• Direct Mail Marketing</li> <li>• Marketing Reporting</li> <li>• Travel Guide Production</li> <li>• Print and Digital Advertising Sales</li> <li>• Partnership Sales and Account Services</li> </ul>	<p>Success on our campaigns and marketing efforts translates to successful planning support. The way we measure the success of the work our agency does is directly reported in our overall goals and objectives. We would never be able to achieve the quality and quantity of work without the services of our advertising agency. They assist us directly or indirectly in every single marketing method we implement and they help us in the planning phase and the reporting and evaluation phases.</p>	<p>Good marketing support from professionals who live and breathe various components of marketing, development, implementation and evaluation helps us design an effective marketing plan and develop a creative and effective message ensuring maximum efficiency in the project planning and evaluation.</p>	\$180,000.00	<p>experience to a national and international audience thus bringing over a billion non-resident dollars into our region every year.</p> <p>As a way to show the work that our agency does for us, we track hours worked for projected completed as tracked by our weekly meetings. Our agency provides services under two contracts - one for our public funded projects and one for our private projects. Almost all our marketing methods are supported by them.</p> <p>This marketing method was successful as it achieved what we had hoped as measured in our overall goals/results below. We absolutely plan to keep direct and indirect resources available to us through having an advertising agency of record in place.</p> <p>FY 2021 relevant objectives/results:</p> <ul style="list-style-type: none"> <li>• Increase Overall Consumer Response By 2% Over FY20: Actual 2,133,457/15% Change</li> <li>• Increase Electronic Response By 2% Over FY20: Actual 2,071,546/15% Change</li> <li>• Maintain Social Media Reach From FY20: Actual 27,695,254/44% Change</li> <li>• Increase Social Media Audience By 2.5% Over FY20: Actual 396,257/2% Change</li> <li>• Increase Use of Responsive Website By 2% Over FY20: Actual 1,829,028/15% Change</li> <li>• Increase Consumer Lead Database By 2% Over FY20: Actual 1,327,894/10% Change</li> <li>• Increase Trade Show Database By 4% Over FY20: Actual 2,547/5% Change</li> <li>• Increase Media Stories By 1% Over FY20: Actual \$3,104,061.36/-14% Change</li> <li>• Increase Consumer and Group Suggested Itineraries By Two: Actual 2</li> <li>• Revenue Indicators For Performance:             <ul style="list-style-type: none"> <li>◦ Stabilize Lodging Tax Revenue Compared To 2019 (Not 2020): Actual \$13,292,308/32% Change</li> <li>◦ Monitor RevPAR By 1.5% (STR): Actual 57.32/5.7% Change</li> <li>◦ Monitor RevPAR By 1.5% (AirDNA): Actual 246/90.7% Change</li> </ul> </li> </ul>	<p>2020-2021 Windfall Retainer Tracking Report FINAL.pdf</p>
									<p>We had three opportunity projects we used Opportunity Marketing funds this year. <i>All of the projects below were successful as the outcome of each was exactly as we had anticipated.</i></p> <ol style="list-style-type: none"> <li>1. Leave No Trace Community Partnership (See links)</li> <li>2. River Recreation Map (In development)</li> <li>3. Crown of Continent Map/Guide Reprint (See link)</li> <li>4. Strategic Planning (See attached)</li> <li>5. Workforce Development (See attached)</li> </ol> <p>1) We became a Leave No Trace Community Partner of the Leave No Trace Center for Outdoor Ethics. This annual partnership provides many benefits, among them the use of the Leave No Trace Center</p>

Consumer	Opportunity Marketing	<p>These methods are determined as the opportunities become available or as projects are necessary throughout the year. All efforts done will comply with the rules and regulations.</p>	<p>No specific research is available for this line item at this time.</p>	<p>These funds are to be used for allowable opportunities we are unaware of when we prepare our marketing plan each year. As these projects are done, we will follow the measurement and reporting requirements in the rules and regulations for the allowable methods for each.</p> <p>We will participate in the following opportunities</p> <ol style="list-style-type: none"> <li>1. Leave No Trace Community Partnership</li> <li>2. River Recreation Map</li> <li>3. Crown of Continent MapGuide Reprint</li> <li>4. Strategic Planning</li> <li>5. Workforce Development</li> </ol>	<p>Every project we do ultimately results in the overall success of our program. While do not know what these projects are in the beginning of the year, we certainly appreciate the ability to use the line item as a funding source. Each will be an allowable project and will follow the measurement and reporting requirements in the rules and regulations.</p>	<p>\$114,000.00</p>	<p>for Outdoor Ethics logo and Partner logo as well as the ability host Leave No Trace YouTube videos on our site for consumer facing and partner facing audiences.</p> <p>2) We are in development of a river recreation map that will be housed on our consumer webpage that will provide all locations where people can legally access our rivers and waterways. As of the time of this report, the site was still in development so not links or collateral are available.</p> <p>3) The Crown of the Continent MapGuide, produced by the Crown of the Continent Geotourism Council has been so popular that is needed to be reprinted twice this year. Glacier Country has supported this project since the beginning when it started off as a special project of the Montana Office of Tourism and Business Development. It is now housed with the CCGC which is part of the Whitefish Convention and Visitor's Bureau. This project continues to be a wildly popular project of the council. We especially like this project for the wide-reaching audience including geotourists who seek authentic experiences to the destination.</p> <p>Maps Printed (ordered July 2021): 80,000 Maps</p> <p># Maps Distributed (Jan.-Oct. 2021): 55,132 Maps *Distribution numbers were down, likely due to international border having travel restrictions and some of our larger visitor centers that distribute our map were closed the last two years.</p> <p>Demographics: We're not provided this information from our distributors, as a significant quantity annually is distributed to visitor information centers in Montana, Idaho, and across British Columbia and Alberta. Montana receives individual map orders through our website for domestic and Kootenay Rockies Tourism-British Columbia receives individual map guide orders through our website for Canada and International. AlbertaSW Regional Alliance and Kootenay Rockies Tourism help us distribute Canada and International bulk order requests.</p> <p>MapGuide Sponsors Recognized: Alberta Parks &amp; Environment; Alberta SouthWest Regional Alliance; Central Montana Regional Tourism; Flathead-Kootenai Chapter of the Montana Wilderness Association; Glacier Country Regional Tourism; Kalispell Convention and Visitor Bureau; Kootenay Rockies Tourism; Montana Office of Tourism and Business Development; Southwest Montana Regional Tourism; Tourism Fernie; and Whitefish Convention and Visitors Bureau</p> <p>4) Glacier Country Tourism Board of Directors worked with MMGY NextFactor to refresh our strategic plan. Upon review, the goals and objectives from our 2018 plan had either been started or completed and we also needed to look at who we are, what we do and where do we go from here in a world with COVID. (See attached)</p> <p>5) We have partnered with the University of Montana College of Business to help us develop trainings and educational programs to help the businesses in our region understand and strategize workforce development. They developed two customer service trainings for us this year. (See attached)</p>	<p>Strategic Plan+Education Outreach Workshops+Trainings FINAL.pdf</p>
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							<p>All sessions have been created so they can be done in person or virtually.</p> <p>We had 18 locations with multiple people at each location attend the Customer Service Essentials and 15 at Managing Conflict. The Customer Service Essentials is also a recorded session can either be access via a password protected online video or also on our new Knowledge Center on our Partner Center.</p> <p>FY 2021 relevant objectives/results:</p> <ul style="list-style-type: none"> <li>• Increase Overall Consumer Response By 2% Over FY20: Actual 2,133,457/15% Change</li> <li>• Increase Electronic Response By 2% Over FY20: Actual 2,071,546/15% Change</li> <li>• Increase Use of Responsive Website By 2% Over FY20: Actual 1,829,028/15% Change</li> </ul>	
Consumer	Joint Ventures	<p>These joint venture methods are determined as the opportunites become available or as projects with our follow regions, CVBs and MOTBD are necessary throughout the year. All efforts done will comply with the rules and regulations.</p>	<p>No specific research is availabe for this line item at this time.</p>	<p>These funds are to be used for allowable joint venture opportunities we are unaware of when we prepare our marketing plan each year. As these projects are done, we will follow the measurement and reporting requirements in the rules and regulations for the methods implemented.</p> <p>We will participate in the following joint ventures</p> <ol style="list-style-type: none"> <li>1. G2G (Yellowstone Country)</li> <li>2. Kalispell TG</li> <li>3. Whitefish TG</li> <li>4. Missoula TG</li> <li>5. Dark Skies w/Missouri River Country</li> </ol>	<p>Every project we do ultimately results in the overall success of our program. While do not know what these projects are in the beginning of the year, we certainly appreciate the ability to use the line item as a funding source. Each will be an allowable project and will follow the measurement and reporting requirements in the rules and regulations.</p>	<p>\$50,000.00</p>	<p>We had seven joint venture projects this year. The joint venture line item must be used on projects that with our fellow destination marketing organizations. We are very pleased with the projects we did this year. Visit our <b>inquiry source reports</b> and our FY 2021 media performance tracking report (attached) with details for the following joint ventures. Due to document size limitations of webgrants and ability for some to access our virtual DropBox, we are happy to provide a link to view all scans and screens shots of our advertisements. They are stored on our internal server and our <b>DropBox</b>.</p> <ol style="list-style-type: none"> <li>1. G2G (Yellowstone Country) – This project was successful and we to build upon it in future years.</li> <li>2. Kalispell TG (See attached)</li> <li>3. Whitefish TG (See attached)</li> <li>4. Missoula TG (See attached)</li> <li>5. Dark Skies w/Missouri River Country (See DropBox)</li> </ol> <p>1) We partnered with Yellowstone Country Tourism on a new niche marketing program called <b>Glacier to Geysers</b>. This project allowed Yellowstone Country and Glacier Country to pool our funds to market our regions to specific psychographic targets.</p> <p>This year, we updated the site to include recreate responsibly information. We supported this effort with a paid media plan including targeted and retargeted audiences and a mixed media plan. Total inquiries generated 3,293. The digital campaign delivered over 6,083,903 impressions, 55,171 clicks, .8% CTR at a CPM of \$5.85.</p> <p>2) Kalispell Travel Guide delivered 8 leads.</p> <p>3) Whitefish Travel Guide delivered 468 leads.</p> <p>4) Missoula Travel Guide ad delivered 2,086 leads.</p> <p>5) We did a joint venture with Missouri River Country on an Dark Skies campaign that consisted of programmatic banner ads and facebook and Instagram social feed ads targeted to Philadelphia, San Fran, L.A. Denver, Seattle, Minneapolis, Portland, North Dakota and Montana. The digital campaign delivered over 2,366,476 impressions, 12,238 clicks, .78% CTR at a CPM of \$5.40.</p>	<p>In Region Travel Guide Ads FY 2021.pdf</p>

							<p>Joint ventures sometimes do not provide for strong performance tracking but do provide for strong brand awareness for not only Montana but for Glacier Country as well. We try to invest in projects we can track but acknowledge this is not always possible.</p> <p>All of these joint venture projects were successful and we would do again.</p> <p>FY 2021 relevant objectives/results:</p> <ul style="list-style-type: none"> <li>• Increase Overall Consumer Response By 2% Over FY20: Actual 2,133,457/15% Change</li> <li>• Increase Electronic Response By 2% Over FY20: Actual 2,071,546/15% Change</li> <li>• Increase Use of Responsive Website By 2% Over FY20: Actual 1,829,028/15% Change</li> <li>• Increase Consumer Lead Database By 2% Over FY20: Actual 1,327,894/10% Change</li> </ul>	
Consumer	Social Media	<p>Leveraging the power of social media to complement our various marketing strategies is one of our key program areas. The use of social media by destination marketing organizations to build brand support, create genuine conversations and inspire audiences to visit continues to be extremely effective. 14% of all our leads is sourced from our social media channels. Even with the great number of challenges social media channels are presenting, we still see steady traffic each year through organic, sponsored and paid social media efforts.</p> <p>To date, our social media channels include <b>facebook</b>, <b>instagram</b>, <b>twitter</b>, <b>pinterest</b>, <b>linkedin</b> and <b>youtube</b> as well as two blogs - <b>consumer</b> and <b>B2B</b>.</p>	<p>"Social demands a new content approach. One of the biggest reasons content marketing has become dominant is the relentless pace of social media publishing. But rather than thinking about social media like other media channels, where the goal is to run a "campaign" with clear start and end dates, think of social more like a never-ending conversation with your audience. That has key implications for how content is created and published."</p> <p>The State of Content Marketing in Travel 2017</p>	<p>Social media is incredibly easy to measure success and track. We have consistent handles across all of our channels (@GlacierMT) and use hashtags (#GlacierMT) to track engagement overall or by campaign. We also use third party tools such as Klear to monitor and track impressions, engagement and audience – which are all used in our overall assessment for measuring success.</p>	<p>Our social media channels are used to reach new audiences and to support our other programs. Glacier Country's social media channels are a source of inspiration, orientation and fulfillment. It's a community gathering place where prospective visitors can garner up-to-date information about our region, as well as become more familiar with what we offer the visitor.</p> <p>The content we share on our social media channels varies. As a region, we feel it's necessary to provide useful, pertinent and up-to-date information, as well as points of interest. Our social media plays a role in inspiration by including jaw-dropping images: some are icons, while others are off-the-beaten path gems. As our region is diverse and includes various communities, we also utilize our channels to highlight various locations and destinations from throughout the region, ranging from local gems to events. Typically, our facebook posts include a photo or video to supply visually pleasing and engaging content to our users.</p>	\$45,000.00	<p>Glacier Country employed a robust blog and social media strategy. Social media is an important aspect of our overall digital effort.</p> <p>Our social channels included facebook, Instagram, twitter, linkedin, youtube and pinterest. Our overall impression delivery was up 44% compared to the previous year with 27,695,254 impressions Our engagement was down 13% - 1,369,498 and our audience continued to increase to 396,257 which is a 2% increase.</p> <p>Our paid social media efforts (outlines in our consumer paid media plan) produced 6,609,162 impressions, 158,639 clicks for a 2.4% CTR.</p> <p>This marketing method was successful as it achieved what we had hoped as measured in our overall goals/results below. We plan to continue to maintain a strong social media strategy in our future marketing efforts.</p> <p>To view all reports for our social efforts, please see the attached PDF report. To view our social media channels, visit our <b>website</b> and follow the social media and <b>consumer</b> and <b>B2B</b> blog links at the upper navigation bar.</p> <p>FY 2021 relevant objectives/results:</p> <ul style="list-style-type: none"> <li>• Maintain Social Media Reach From FY20: Actual 27,695,254/44% Change</li> <li>• Increase Social Media Audience By 2.5% Over FY20: Actual 396,257/2% Change</li> </ul>	FY 2021 Social Media Report FINAL.pdf
	Digital Asset	<p>Glacier Country continues to use professional photographers to capture seasonal images allowing us to promote our area visually. The <b>images</b> represent Glacier Country through stunning photography with an emphasis on 'people in place.' Over the years, we have acquired a great deal of professional video footage via value added opportunities with video/film projects we have assisted with.</p> <p>Our photo acquisition strategy is to either contract for custom</p>	<p>"Content marketers were asked to compare approximately how their use of visuals in marketing changed between 2018 and 2019. In 2019, 74% of the marketers we surveyed stated that more than 70% of their content contained some form of visual. This was a 10.5% increase in visual content use from what these</p>	<p>We will measure the success of this method by monitoring the total number of images (still + video) from photographers/videographers</p>	<p>New imagery allows us to present a fresh look for the region resulting in long-term cost savings. It is also important for us to continue our effort to be on brand with Montana's overall</p>		<p>We find having a digital asset management library and being able to have a budget that accommodates customized photoshoots, photo call outs and hero image rights use is absolutely invaluable. Each year we strive to build our still and video library with fresh content. Video content acquired is sent to <b>Barberstock</b> and they break our b-roll into manageable video clips that can be used in creating dynamic and diverse video for our marketing efforts.</p> <p>We purchased images from 9 contract photographers/videographers and worked with our agency of record using on staff as well.</p>	

Consumer	Management/Aquisition	<p>images via photo shoot(s) with a professional photographer/videographers where Glacier Country Tourism owns the rights to the images or to acquire rights-managed images already obtained by these professionals. When possible we will obtain permanent or long-term unlimited usage rights for images. The photos in our attached marketing plan showcases images we have acquired and house in our digital library.</p>	<p>same marketers claimed was the case in 2018. In other words, the use of different visual formats has seen a significant increase over the past year.” Nadya Khoja, VENNAGE, March 11, 2020</p>	<p>at the end of the year and by the number of new digital assets we add each year to the system.</p>	<p>branding effort using not just good photography but "great" photography to tell our story.</p>	\$80,000.00	<p>As of June 2021, we have approximately 20,215 still and video assets. We added over 10,000 images and have more on the way. We used the time COVID provided us to concentrate completing corridor videos and acquired still and video footage for over 20 of our small communities where our library was lacking.</p> <p>This marketing method is extremely successful, and we would certainly do again as the outcome is critical to our overall success and was exactly as we had anticipated.</p>	
Film	Opportunity Marketing	<p>Film-induced tourism can effect travel decisions made when potential tourists plan their upcoming holiday or visit to a destination.</p> <p>Films, documentaries, TV-productions and commercials inspire people to experience the locations seen in the content screened, to explore new destinations. Film tourism is an excellent vehicle for destination marketing and also creates opportunities for product and community entrepreneur development such as location tours or film heritage museums to name but a few.</p> <p>Glacier Country Tourism will use this method to explore opportunities where we can work directly with the Montana Film Office and other leading film production businesses and organizations develop projects and programs leverage the MEDIA Act - helping communities who desire to learn more about how to work with the industry. We will also serve as film ambassadors for the communities within our region for the Montana Film Office when they have production companies who need more local support and information.</p>	<p>Film tourism can be defined as a branch of cultural tourism (Zimmermann, 2003, p.76) and refers to the growing interest and demand for locations which became popular due to their appearance in films and television series. Zimmermann describes film tourism as all forms of travelling to destinations, which in general enable a connection with the world of film (Zimmermann, 2003, p.76).</p> <p>Tomala K., Faber F. (2011) Film tourism. In: Papathanassis A. (eds) The Long Tail of Tourism. Gabler</p>	<p>We will measure success by tracking the number of projects we were able to complete and provide copies of the deliverables included with the opportunity. We will also note if we felt the projects were something we feel we should do again.</p> <p>We will participate in the following opportunities:</p> <ol style="list-style-type: none"> <li>1. Destination Film Guide</li> <li>2. International Wildlife Film Festival - Sponsorship which included a full-page ad in program, logo and name representation, :10 on-screen ad. See the attached PDF for samples of the sponsorship deliverables.</li> </ol>	<p>Film-induced tourism and destination branding are one of the fastest growing sectors in tourism currently. With the recent passing of the MEDIA Act which provides for a 20% production expenditure tax credit, with additional components that can increase the transferable credit to a maximum of 35% of total base film production investment, Montana is set to see a significant growth in film productions.</p> <p>Glacier Country Tourism understands there are some key issues that need to be considered before promoting a location for film productions and tourism. Knowing this, we also understand we can play an important role in promoting our region as a film destination applying responsible tourism practices, creating a film-friendly environment in advance, through community participation and awareness campaigns, safety and security, service excellence and understanding the impact of destination branding to name but a few, especially in our region where film tourism is still a fairly unexplored concept.</p> <p>Film tourism provides an abundance of community and product development opportunities if approached responsibly and applied correctly. It is a fast-paced industry, driven by creative passion, positive energy and tremendous enthusiasm, which we believe can be cross-pollinated into the tourism and services sector.</p>	\$10,000.00	<p>We had two opportunity projects we used Film Opportunity Marketing funds for this year. See attached document for samples of the ads and intro image of the video we ran. To see a clip, view in <b>DropBox</b>. All of the projects below were successful, and we would certainly do again as the outcome of each was exactly as we had anticipated.</p> <ol style="list-style-type: none"> <li>1. Destination Film Guide</li> <li>2. International Wildlife Film Festival - Sponsorship which included a full-page ad in program, logo and name representation, :10 on-screen ad. See the attached PDF for samples of the sponsorship deliverables.</li> </ol> <p>FY 2021 relevant objectives/results:</p> <ul style="list-style-type: none"> <li>• Increase Use of Responsive Website By 2% Over FY20: Actual 1,829,028/15% Change</li> <li>• Increase Consumer Lead Database By 2% Over FY20: Actual 1,327,894/10% Change</li> </ul>	
							<p>This person is dedicated to marketing and developing strong relationships with meeting planners, tour operators, FIT operators, etc.</p> <p>The tourism sales manager has continued to support the group travel market during the first full year of the pandemic by developing new and maintaining strong relationships with group planners and operators - doing proper follow-up, which is essential with these markets. She along with the rest of our team conduct studies of the needs, preferences and satisfaction of our B2B markets during these challenging times. She attended virtual trade shows throughout the year that meets Glacier Country's target markets and demographics and follows up on leads from travel shows with written correspondence, emails, phone calls, etc. and assisting the marketing team as necessary. A key element to this position is developing sample itineraries and being a</p>	

<p>Group Marketing</p>	<p>Group Marketing Personnel</p>	<p>Glacier Country Tourism has a Tourism Sales Manager who develops, manages and monitors group and International FIT sales and marketing programs. We see improvement in group sales with several operators spending more time in Glacier Country and using the numerous sample itineraries developed by our Tourism Sales Manager. We plan to continue our current efforts as outlined while also setting aside some resources allowing us to be flexible and responsive. Groups refers to meetings and conventions, incentive travel, weddings, reunions, foreign independent travel (FIT), group tours, loyalty programs, etc. See attached job description.</p>	<p>MEETINGS ARE CRITICAL TO THE U.S. ECONOMY</p> <p>One of the largest travel industry sectors accounting for:</p> <ul style="list-style-type: none"> <li>• 12.5 percent of all travel spending</li> <li>• \$135.9 billion in direct travel expenditures by meetings and events</li> <li>• \$22.4 billion in tax revenue for local, state and federal governments generated by direct travel expenditures</li> <li>• Four out of every 10 dollars spent on business travel in the U.S. can be attributed to meetings and events – proving its significant value to national, state and local economies.</li> </ul> <p>One of the travel industry's largest employers, providing:</p> <ul style="list-style-type: none"> <li>• 1.1 million travel-generated jobs</li> <li>• \$35.9 billion in travel-generated payroll</li> </ul> <p><b>Bleisure Travel</b></p> <p>Bleisure travel (also known as a "bizcation") combines both travel for work or commerce and leisure activities. While not the newest of travel trends — extending a business trip to enjoy some leisure time at a destination has been a common practice for as long as business trips have existed — bleisure travel has been enthusiastically embraced by Millennials. For the frugal under-40 traveller, combining work and leisure travel is the most effective way to visit locations that they might otherwise not be able to afford. The most extreme version of bleisure travel is the "digital nomad" phenomenon, where online workers travel the globe with a laptop.</p>	<p>We measure success in this area by monitoring the work being done by the employee and ensuring she is completing the work as outlined in the job description. There are several marketing methods that fall under this person's B2B program. The successful completion of those methods and reporting will be outlined in those evaluations.</p>	<p>Glacier Country Tourism has, for several years, been developing a collaborative and broad-based approach to group travel; group tours, foreign independent travel (FIT), incentive travel, sports, meeting and conventions. We feel we have a strong FIT/group tour program but find other areas can be challenging from a regional perspective.</p> <p>Group marketing is often more complex and requires a personal relationship to be built and maintained with industry representatives. Building that relationship with planners and tour operators takes time (domestic is 2-3 years/international is 3-5 years). Our current Tourism Sales Manager has been with us for over five years now and the time she spends assisting operators and planners with their itineraries is growing steadily. Montana Office of Tourism and Business Development and Glacier Country Tourism have had consistent attendance and strong relations with these markets for many years. We continue to see additional interest and engagement from other Montana public and private partners and are thrilled to have a growing delegation when many other areas/states are decreasing.</p>	<p>\$49,000.00</p>	<p>resource to planners and operators as they develop and market their own.</p> <p>The tourism sales manager prepares an annual budget and plan for group business to business (B2B) marketing which includes trade shows, itinerary development and works with travel trade press and our public relations and social media team to effectively market Glacier Country. Especially with the FIT market, we feel the webpage tracking of international visitation to our site shows continued growth in our identified markets. New this year was the addition of a new destination weddings microsite (privately funded).</p> <p>We received and distributed 37 RFPs worth over \$14 million for meetings with 10 being booked for a total economic impact value of approximately \$610,000. Our hotel properties are proprietary about publicizing booking details. We are happy to provide details upon request.</p> <p>We continued our social media effort to help support B2B marketing.</p> <p>This year, we increased our trade show database by 5% (total leads equals 2,547). We added two B2B itineraries, sent 4 enewsletters (2,972 sends, 541 opens, 18.2% open rate, 39 clicks, 1.31% click thru rate), B2B blog readership increased 18% (total readership equals 138,669), received 37 meeting RFPs, LinkedIn followers increased 20% (total equals 232). We track partner referrals for all the above using SV reports.</p> <p>Attached is the report of her activities in monthly reports and the job description. Due to COVID, this employee was placed on temporary partial furlough beginning in May. She remained on furlough through most of July 2020. This is noted in her reports.</p> <p>This marketing method was successful as it achieved what we had hoped as measured in our overall goals/results below. We plan to continue to use this method in our future marketing efforts.</p> <p>Due to COVID-19, some projects and programs were interrupted beginning in April 2020. Our marketing efforts pivoted from outward facing to inward facing to ensure the health and safety of our communities while ensuring nonresident visitors remained inspired to visit when travel was deemed appropriate. The ultimate goal with this position is ensure planners and operators had up-to-date and accurate information about the businesses, attractions and communities in our region and ensure we had business in the sales funnel when the time was right.</p> <p>FY 2021 relevant objectives/results:</p> <ul style="list-style-type: none"> <li>• Increase Trade Show Database By 4% Over FY20: Actual 2,547/5% Change</li> <li>• Increase Consumer and Group Suggested Itineraries By Two: Actual 2</li> <li>• Revenue Indicators For Performance:             <ul style="list-style-type: none"> <li>◦ Stabilize Lodging Tax Revenue Compared To 2019 (Not 2020): Actual \$13,292,308/32% Change</li> <li>◦ Monitor RevPAR By 1.5% (STR): Actual 57.32/5.7% Change</li> </ul> </li> </ul>	<p>FY 2021 Tourism Sales Manager Reports.pdf</p>
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Group Marketing	Travel/Trade Shows	<p>Glacier Country Tourism has attended and participated in a number of targeted travel and trade shows over the years: consumer, group tour, international foreign independent travel (FIT), meeting and conventions, incentive travel and loyalty travel. We will continue to attend shows we have found successful and evaluate new shows to see if they fit our target markets. We strive to collaborate with CVB's, tourism regions and private partners as much as possible.</p> <p>Of the group tour, incentive travel, meeting and convention and FIT trade shows, we are currently planning to attend National Tour Association (NTA), American Bus Association (ABA), U.S. Travel Association's IPW and GoWest Summit, Rocky Mountain International (RMI) Roundup, Smart Meetings West and IMEX. We have a PR aspect at IPW doing speed networking with media at the media marketplace. At these shows, travel guides, market specific collateral, itineraries, maps as well as our Glacier Country Travel Guide and/or show specific one-sheets will be distributed digitally or in print if appropriate.</p>	<p>U.S. TRAVEL: Facts About Business Travel (UPDATED MARCH 2020)</p> <ul style="list-style-type: none"> <li>Direct spending on business travel by domestic and international travelers, including expenditures on meetings, events and incentive programs (ME&amp;I), totaled \$334.2 billion in 2019.</li> <li>ME&amp;I travel accounted for \$139.3 billion of all business travel spending.</li> <li>U.S. residents logged 464.4 million person-trips* for business purposes in 2019, with 38% for meetings and events.</li> </ul>	<p>We measure success in this area by monitoring the number of appointments and additional interest we have at our trade shows as well as gauging the overall interest with the operators we work with. While we do not have direct access to the booking data from these markets, it is very exciting when we hear from our properties they have signed new or have renewed service contracts, operators have picked up an itinerary and added it to their product catalog or the operators are working directly with us on custom itineraries. Montana Office of Tourism and Business Development, Glacier Country and our ever growing group of partners continue to encourage us to continue our efforts and thus we are excited to help broaden our visitor base and extend our visitation to our shoulder seasons. We have detailed lead trade show reports for meetings and conventions and group tours/FIT. Simpleview reports will be provided to show leads by show and what was discussed at each show. We are also able to show what businesses and communities we are promoting to the B2B markets.</p>	<p>With so many travel options in and out of the United States, a strong delegation of travel experts from a state, region and community at travel trade shows makes a huge difference. It takes a delegation to put the state of Montana in the mind of the tour operators and planners. The more appointments a tour operator has with a specific state or region, the more likely they will get the answers to the questions they have about what that area can offer to their clients. It takes the expertise of (regions/CVB's/TBIDs/hotels/attractions) to showcase what the clients can experience in their communities. The strongest delegations are noticed at travel trade shows and have the most exposure. We are building participation for these markets with more delegates committing to not only attending the shows but partnering on booths and other efforts.</p>	\$30,000.00	<p>The tourism sales manager attends various trade shows throughout the year. At the completion of each show, a trade show report is written with a summary of the show and any takeaways and recommendations for group marketing as a whole or related to the trade show specifically. A trade show contact list is also created that summarizes each meeting that the tourism sales manager has as well as specific information that is helpful to determine businesses and communities in our region that may benefit from the B2B contact and the tour or event they are planning. Easy to import datasets are also created and posted publicly so any all businesses in the region can follow up on these leads.</p> <ul style="list-style-type: none"> <li>Attended National Tour Association (NTA)</li> <li>Attended American Bus Association (ABA)</li> <li>Go West Summit - Virtual and was paid from previous budget year.</li> <li>Postponed due to COVID – International Roundup</li> <li>IPW postponed due to COVID (Some fees paid for this show that will roll over to the next show.)</li> </ul> <p>View attached report for all show reports attended.</p> <p>Overall, we increase our trade show database by 5% over FY20 Actual: 2,527.</p> <p>We have increased tracking for the trade shows we attend by better utilizing Simpleview for reporting. We are tracking community referral to meeting planners, community referral to tour operator, partner referrals to meeting planners and partner referrals to tour operators along with our trade show contact reports that note who our TSM talked with and about what. These are done for each show and reports are included in the show folders.</p> <p>This marketing method was successful as it achieved what we had hoped as measured in our overall goals/results below. We plan to continue to use this method in our future marketing efforts.</p> <p>FY 2021 relevant objectives/results:</p> <ul style="list-style-type: none"> <li>Increase Trade Show Database By 4% Over FY20: Actual 2,547/5% Change</li> <li>Increase Consumer and Group Suggested Itineraries By Two: Actual 2</li> <li>Revenue Indicators For Performance:             <ul style="list-style-type: none"> <li>Stabilize Lodging Tax Revenue Compared To 2019 (Not 2020): Actual \$13,292,308/32% Change</li> <li>Monitor RevPAR By 1.5% (STR): Actual 57.32/5.7% Change</li> <li>Monitor RevPAR By 1.5% (AirDNA): Actual 246/90.7% Change</li> </ul> </li> </ul>	FY 2021 B2B Trade Show Reports FINAL.pdf
			<p><b>USA - Five Years of FAM Results Are In. An extensive survey to gather results to prove the effectiveness of</b></p>				<p>We continued to meet our objectives for this</p>	

<p>Group Marketing</p>	<p>Fam Trips</p>	<p>Glacier Country Tourism plans to participate in hosting/co-hosting familiarization tours for one or more of our identified group markets and trade media. For many years, we have been developing a collaborative and broad-based approach to group travel; group tours, foreign independent travel (FIT), incentive travel, meeting and conventions and bank loyalty.</p> <p>Each year, in an effort to provide trade media and visiting operators/planners with a firsthand experience of Western Montana, Glacier Country Tourism assists and/or hosts various professionals along the way. We will continue this effort by using a portion of our budget to coordinate and/host trade professional(s) in regards to their upcoming visit to our region. Oftentimes, we assist them with developing an itinerary and arranging their visit. This program follows the same requirements we use for regular press or group familiarization trips tracking names, affiliated business or publication and any received media or planned itineraries developed and/or booked if provided by business.</p> <p>In May 2015, Glacier Country developed a meeting and convention FAM trip including Missoula, Kalispell and Whitefish and meetings properties and communities in between. The CVB's, TBIDs and private sector partners were outstanding partners in this effort. This FAM was so successful, we are now hosting one every year with up to five different vetted planners each year.</p>	<p><b>FAM trips.</b></p> <p>Written and conducted by David DiGregorio, January 23, 2020</p> <p>Innovation Norway's New York office recently conducted a survey of all past North American FAM trip participants going back to 2014. The survey was sent to 86 individuals. 32 responded.</p> <ul style="list-style-type: none"> <li>66% of respondents had not previously sold Norway before participating in the FAM trip.</li> <li>Of those that had already been selling Norway, 86% reported being able to sell more Norway after participating in the FAM.</li> <li>Of those that had not previously sold Norway, 73% reported beginning to sell Norway after participating in the FAM with several more stating they would begin in 2020/2021.</li> <li>69% of respondents directly attributed an increase in sales to Norway to their participation in the FAM trip with another 27% indicating a potential correlation.</li> <li>We asked the 32 respondents to report how many total pax they have sent to Norway since participating in a FAM trip. The total pax reported was 10,258 with an average per respondent of 410 pax.</li> <li>We asked respondents to estimate the average total spend per passenger on a Norway itinerary. The average reported was \$6,152/person.</li> <li>We asked respondents to estimate the average total number of days spent in Norway. The average reported was 7.64 days.</li> <li>19% reported always combining Norway with another Nordic destination on the same itinerary. An additional 54% reported to "sometimes" combine.</li> <li>69% expect to see a future increase in business to Norway.</li> </ul>	<p>We will measure success by tracking the number of FAM trips we do and for what purpose. Meeting and convention request for proposals (RFPs) are tracked by FAM.</p>	<p>The assistance of an in-region partner group - formed to develop a strategy to meet the needs of all while balancing the mission and resources of our organization and others - has been of great assistance in FAM trip coordination and facilitation. These tours for group and FIT travel are part of the joint strategy and rationale we all share. Pooling our expertise, time and resources has done nothing but developed a stronger coalition of partners dedicated to this market segment and reaping the diverse and long-term benefits of it.</p>	<p>\$50,000.00</p>	<p>marketing segment by not only partnering with other DMOs in region, in state, regionally and nationally, but also by working directly with B2B operators, planners and trade press to market the businesses, attractions and communities across the region as a destination.</p> <p>Due to COVID-19, hosting in person FAM trips was challenging so we worked with our three CVB DMOs to plan, produce and host virtual meeting planner FAMs. This budget year, we completed virtual events with Missoula and Kalispell. We also created two additional itineraries to inspire operators and agents as they develop trips to sell for domestic travel and for when foreign travel opens.</p> <p>One of the primary benefits we provide our communities are direct referrals as our tourism sales manager actively works with operators and planners as they develop events and product. Group business was nonexistent during most of 2020 and was very limited in 2021 but we are working with people who are actively plan for 2022 and beyond.</p> <p>FAM and trade media efforts bring national and international media exposure and inspire planners and operators to book business in our region. We occasionally are notified of these bookings but for the most part their remains strong hesitation by hospitality properties to share this information - we respect that and understand how they feel but also know we and our DMO partners play a vital part role in bringing this business to our area.</p> <p>This marketing method was successful as it achieved what we had hoped as measured in our overall goals/results below. We plan to continue to use this method in our future marketing efforts.</p> <p>FY 2021 relevant objectives/results:</p> <ul style="list-style-type: none"> <li>Increase Trade Show Database By 4% Over FY20: Actual 2,547/5% Change</li> <li>Increase Consumer and Group Suggested Itineraries By Two: Actual 2</li> </ul>	<p>Virtual Meeting Planner FAMS.pdf</p>
<p>Group Marketing</p>	<p>Multi-Media Marketing</p>	<p>We have for several years implemented a business to business (B2B) strategy. Most of these efforts consists of social media but we are committed to a mixed media approach using various forms of promotion in conjunction with other tourism partners. We plan to continue to build upon these successful efforts to find an effective and efficient plan to promote our group opportunities.</p>	<p>"As the media system grows exponentially it's hard to figure out what you can trust," said Linda Thomas Brooks, president and CEO of the MPA. "For magazines, it's become a shortcut to quality — where consumers know they're getting professional content."</p> <p>Source: Schwartz, M. (2019, May 24). <i>Paging Print Magazines</i>. ANA blog.</p>	<p>We will measure success by tracking impressions, clicks, click-thru rate, likes, follows, reach, shares and overall engagement to determine the effectiveness of the specific media. In some cases, it maybe tracking total leads generated.</p> <p>Online promotion is one of the most trackable mediums available today. We are able to gather valuable statistics on how each ad performed.</p>	<p>We feel it is a good idea to support our current efforts with a mixed media promotion plan. We re-launched our group tour and meetings and convention microsites using the same infrastructure as our primary website. We anticipate working with RMI and BrandUSA on paid media programs and compliment with our digital content efforts - social media and blog.</p>	<p>\$90,000.00</p>	<p>We feel we continue to meet our objectives for this marketing segment both individually with paid media placement but also through joint ventures with partner DMOs in region, in state, regionally and nationally.</p> <p>Our digital delivered 4,259,415 impressions, 28,238 clicks for a click thru rate of .66% and CPM of \$20.67.</p> <p>This marketing method was successful as it achieved what we had hoped as measured in our overall goals/results below. We plan to continue to use this method in our future marketing efforts.</p> <p>FY 2021 relevant objectives/results:</p> <ul style="list-style-type: none"> <li>Increase Use of Responsive Website By 2% Over FY20: Actual 1,829,028/15% Change</li> <li>Increase Trade Show Database By 4% Over FY20: Actual 2,547/5% Change</li> </ul>	<p>Glacier Country FY21 Paid B2B Media Plan + Performance Report FINAL.pdf</p>

Group Marketing	Partner Support	<p>Rocky Mountain International (also known as Great America West or GAW) specializes in international tourism marketing and business development for the Rocky Mountain region.</p> <p>The company was founded in 1990 specifically to meet the needs of Rocky Mountain state tourism departments for international tourism marketing in top inbound visitation markets; primarily the United Kingdom (England, Scotland, Wales, Ireland), Germany (Germany, Switzerland, Austria), Benelux (Belgium, Luxembourg, and Netherlands), Australia (Australia and New Zealand), France, Italy and Nordic (Denmark, Sweden, Norway, Finland &amp; Iceland).</p> <p>The five states of Montana, Idaho, North Dakota, South Dakota and Wyoming are united in a regional consortium through RMI branded as the Great American West. Glacier Country Tourism is the only Montana DMO outside of the Montana Office of Tourism and Business Development that is a full marketing partner. The program is a comprehensive cooperative marketing plan including full-service international marketing and public relations services. The international marketing program is designed to promote and develop individual and group travel, pre-packaged tours, convention and incentive tours, and for promotion and publicity across seven (7) international markets.</p>	<p>U.S. TRAVEL Facts About International Travel (March 2020)</p> <ul style="list-style-type: none"> <li>In 2019, U.S. Travel Exports (includes general travel spending, international passenger fares, as well as international traveler spending on medical, educational and cross-border/seasonal work-related activities) totaled <b>\$255 billion</b>. International Travel Imports totaled <b>\$196 billion</b>, creating a <b>\$59 billion</b> travel trade surplus.</li> <li>International arrivals to the U.S. totaled <b>79 million</b> in 2019, about half of whom came from overseas.</li> <li>The United States' share of total international arrivals is <b>5.4%</b> (down from <b>6.4%</b> in 2015).</li> <li>The United States' share of global long-haul travel is <b>11.3%</b> (down from 13.7% in 2015).</li> <li>International travel spending directly supported about <b>1.2 million</b> U.S. jobs and <b>\$33.6 billion</b> in wages.</li> <li>Each overseas traveler spends approximately <b>\$4,200</b> when they visit the U.S. and stays on average <b>18 nights</b>.</li> <li>Overseas arrivals represent about half of all international arrivals, yet account for <b>84%</b> of total international travel spending.</li> <li>Top leisure travel activities for overseas visitors: (1) shopping; (2) sightseeing; (3) fine dining; (4) national parks/monuments; and (5) amusement/theme parks.</li> </ul>	<p>We will measure success through the reporting that RMI/GAW will provide us as part of our tier 1 partnership. These reports include copies of the Quarterly Reports; Monthly Media Reports; Annual Reports; Social Media Reports and Leads Reports from sales missions. In addition, we will receive a customized TRIP Report at the end of the fiscal year contract which provides a product audit for the Glacier Country region. We will also receive a year-end media report which is a comprehensive annual review of Montana's earned media that highlights any specific articles in which a community within Glacier Country is mentioned.</p>	<p>RMI/GAW is built on the idea that states with related tourism products can greatly benefit from cooperatively marketing internationally. It's more time-efficient and cost-effective to band together and cross-promote tourism products, especially when targeting international visitors who want the western experience and visit multiple states over multi-week itineraries.</p>	\$13,000.00	<p>This partnership investment with Rocky Mountain International allows us to be work directly with them and collaborate fully on cooperative programs that market Montana as an international travel destination in markets with in-country/in-language sales representatives.</p> <p>Our partnership allowed us regional content on 11 international translated websites with a GCT landing page, editorial in their quarterly publication, increased reporting (earned media and year end analysis and increased exposure to RMI sponsored events at their trade shows.</p> <p>With international borders closed, our partnership was all about maintaining a presence online to our international audience making sure we were top of mind when the time was right to travel again. <i>See attached report.</i> These reports are specific to the Glacier Country region.</p> <p>Our in-language webpages resulted in 174 pageviews, averaged 1-minute 48 seconds time on page. Languages include Australia, Benelux, France, Germany, Italy, New Zealand, Nordic, United Kingdom.</p> <p>The FY 2021 TRIPS report showed zero room nights booked but there was an increase between 3% and 8% in offerings for fly-drive itineraries to our region. Group travel itineraries offered were down between 2% and 37%.</p> <p>Without programs like RMI/GAW and Brand USA, Glacier Country would not be able to afford to promote our region in these countries.</p> <p>This marketing method was successful as it achieved what we had hoped as measured in our overall goals/results below considering the state of the world with COVID-19. We plan to continue to use this method in our future marketing efforts.</p> <p>FY 2021 relevant objectives/results:</p> <ul style="list-style-type: none"> <li>Increase Overall Consumer Response By 2% Over FY20: Actual 2,133,457/15% Change</li> <li>Increase Electronic Response By 2% Over FY20: Actual 2,071,546/15% Change</li> <li>Increase Consumer Lead Database By 2% Over FY20: Actual 1,327,894/10% Change</li> <li>Increase Trade Show Database By 4% Over FY20: Actual 2,547/5% Change</li> <li>Increase Media Stories By 1% Over FY20: Actual \$3,104,061.36/-14% Change</li> </ul>	FY 2021 GAW Partnership Report FINAL.pdf
		<p>Glacier Country Tourism is a dues partner of Destination International (formerly DMAI) and has been working towards becoming an accredited Destination Marketing Organization (DMO). We hope to complete</p>	<p>Destinations International provides performance metrics and benchmarking to accurately assess and compare your organization's achievements. Destinations International provides several tools that will help your team make decisions and provides comprehensive guides to evaluate, calculate and report on performance.</p>	<p>We will measure success of</p>	<p>Destinations International (DI) is a partnership organization serving destination marketing and management professionals - helping them exchange bold ideas, connect innovative people and elevate tourism to its highest potential. As a member of the global trade association for destination organizations, convention bureaus and tourism boards, Glacier Country Tourism benefits from being a part of this global community of over 5,000 professionals from 600 destinations around the world. It gives us access to a wide network of people, ideas, products</p>		<p>In FY 2021, we continued our efforts outlined in the DestinationNEXT assessment from the previous year. We regularly referenced the research, participated in webinars and kept abreast of the briefing reports published. We participated in several data collection efforts to understand current destination organization funding, spending, trends, and performances of fellow destination organizations. By participating in these studies, we were allowed access to multiple research projects.</p>	

Marketing Support	DMO Program Participation	the last few steps to having our CEO become CDME certified, provide opportunities for professional development - keeping us abreast of cutting edge tourism marketing trends to keep us competitive - and to increase the effectiveness of the our marketing and organizational management efforts.	<ul style="list-style-type: none"> <li>Industry Benchmarking, Toolkits and Trends Reports</li> <li>Organizational &amp; Financial Profile Study</li> <li>Access to special projects covering timely and relevant issues and best practices</li> <li>DestinationNEXT Futures Study</li> <li>Standard Performance Reporting Handbook</li> <li>Destination Organization Performance Reporting</li> </ul>	this method with monitoring the level by which we use the benefits afforded us through membership.	and services, and resources.  Membership in DI better prepares senior executives and managers for increasing change and competition and to become more effective organizational and community leaders. They also provide valuable governance resources for board of directors. The program focuses on vision, leadership, productivity and strengthening business expertise. Since beginning this training, Glacier Country Tourism has implemented much of what has been learned to date and we feel our organization is in a much better position to help elevate the industry and its standards in the state of Montana.	\$7,000.00	Due to travel restrictions and time, our CEO was unable to make progress on her CDME certification.  This marketing method was successful as it achieved what we had hoped it would. The information it provides our organization is incredibly valuable. We plan to continue to use this method in our future marketing efforts. Our CEO serves on the DI Advocacy Committee which in light of COVID-19, provides valuable knowledge associated with helping Montana's tourism industry and overall economy recover as quickly and completely as possible.	
Marketing Support	Administration	<p>Glacier Country Tourism allocates the entire 20% allowed by statute. We use this to pay all wages, benefits and taxes for three positions: Executive Director, Office Manager and a temporary part-time employee who assists with projects as needed. We also use this to pay benefits for our three marketing positions: Public Relations and Earned Media Manager, Tourism Sales Manager and Sales and Marketing Assistant. See Marketing Support, Group Marketing and Publicity – Marketing Personnel line items.</p> <p>Administrative funds are also used to pay for all office overhead such as rent, telephone, office equipment, supplies, insurance, professional services like accounting, etc.. All travel expenses not directly related to a marketing project are also paid for from this budget.</p>	<p>Destination marketing organizations (DMOs) are responsible for promoting our communities as attractive travel destinations and enhancing the location's public image as a dynamic place to live and work. DMO's primary customers are not the visitor but rather our community. If we look at who benefits from our efforts, it is the residents of our destination. They are who we are helping. Through the impact of travel, we strengthen the economic position and provide opportunity for people in our communities.</p> <p>Jack Johnson, Destinations International Chief Advocacy Officer &amp; Foundation Executive Director</p>	We measure success of our administrative funds in a simple way. These funds cover the costs of operation for our office, administrative staff, board of directors and nonmarketing related expenses. If we are able to keep the administrative operations of the organization healthy, effective and efficient, we are successful. All of the office overhead, reporting, accounting, financials, insurance, oversight and management of all programs are paid out of this line item.	Per the TAC Rules and Regulations, we are allowed up to, but not exceeding, 20% of the organization's new annual revenue to cover administrative expenses, which are identified in detail in the actual document. The intent of the administrative budget is to cover costs incurred in the implementation of approved marketing methods/funded by the lodging facility use tax.	\$316,000.00	<p>The administrative budget is critical to the operations and management of Glacier Country Tourism and all the overhead costs it takes to do what we do. There are three positions supported from this budget along with rent, utilities, insurance, travel, office supplies, telecommunications, IT, internet, etc. In FY 2020, our total revenue was \$1,888,097 with \$377,619 allowable for admin but we budgeted \$316,000. Total spent was \$309,281.87 which is 18% (maximum allowed is 20%).</p> <p>This marketing method was successful as it achieved what we had hoped as measured in our overall objectives/results below. This line item is critical to our ability to operate an organization and cannot operate without and therefore will certainly continue to use it in future years.</p>	Glacier Country FY21 Pie Charts FINAL.pdf
Marketing Support	TAC/Governor's Conference meetings	This line item allows each organization to have a dedicated pool of funding to cover the travel related expenses for the executive director or designated responsible party for these meetings.	America's nonprofits rely on the public trust to do their work. That is why it is so important that nonprofits continuously earn the public's trust through their commitment to ethical principles, transparency and accountability. Glacier Country Tourism is accountable to the Tourism Advisory Council and the Montana Office of Tourism and Business Development to administer the lodging facility use tax according the rules and regulations outlined by contract with the State of Montana.	This line item will be measured by how many of the required meetings we were able to attend as required. These include three or four TAC meetings and the Governor's Conference on Tourism and Recreation each year.	Destination marketing organizations (DMOs) funded by the lodging tax are required to attend all TAC meetings and the Governor's Conference of Tourism and Recreation. This requirement is stated in the TAC rules and regulations which are part of the administrative rules of Montana.	\$1,500.00	<p>The regions and CVBs (DMOs) are required to attend numerous meetings throughout the year and this budget allows us to lessen the burden of travel costs from our administrative budget. It is very helpful and of great assistance to all of us. Glacier Country Tourism's President CEO was able to attend all the required meetings this year.</p> <p>We find this line item very successful in our efforts and will continue to use it in the future. COVID-19 brought about the overwhelming adoption of video conferencing which allowed for meetings to occur from the safety of our own homes or offices. All the required meetings were held virtually this year so we did not incur any expense.</p>	
		Professional development is extremely important for several reasons. First and foremost, it adds to an individual's personal fulfillment, sense of value to the organization, job satisfaction and keeps employee turnover to a minimum. Secondly, but	*Companies that offer professional				In this budget year our professional development budget provided attendance at several events for employees but due to COVID-19, we only attended one event – U.S. Travel Association's Educational Seminar for Tourism Organizations (ESTO)	

Marketing Support	Professional Development	<p>certainly an equally important factor, ongoing professional development keeps individuals and organizations abreast of cutting edge trends to keep us competitive and to increase the effectiveness of our efforts. When we can, we try to make sure all employees participate in at least one training pertinent to the industry and/or position. Glacier Country Tourism currently has five individuals who would utilize this budget for professional development. Employees have attended U.S. Travel Associations Educational Seminars for Tourism Organizations (ESTO) and Simpleview Summit in past years.</p>	<p>development opportunities have 34% higher retention rates."</p> <p>"When looking for work, 54% of people say opportunities for career advancement are more important than salary."</p> <p>"Employees with professional development opportunities are 15% more engaged."</p> <p>By Elizabeth Mazenko, Professional Development &amp; Your Bottom Line, January 10, 2018</p>	<p>We will measure success in the number of trainings we are able to send staff to along with a brief description of the training.</p> <p>Success on our marketing efforts, positive work environment, low employee turn-over and sense of industry pride translates to successful professional development.</p>	<p>Not for profit organizations are not where someone works for personal financial reward but it is for professionals who desire an interesting industry and are keener on experience, cultural exchanges, diversity and learning. If a small investment in professional training can add to a person's job satisfaction then it is well worth the cost.</p>	\$5,000.00	<p>which is the only national forum where destination marketing professionals at the state, regional and local level get critical tools, tips and information to help them better market and grow their destinations.</p> <p>This year, our CEO, Tourism Sales Manager and PR/Earned Media Manager attended. The topics most widely addresses this year were ones related to recovery, destination stewardship, diversity/equity/inclusion, data aggregation and advocacy.</p> <p>This marketing method was successful to the extent we were able to utilize it in light of group events being cancelled across the world. We plan to continue to use this method in our future marketing efforts.</p>	
Marketing Support	Marketing/Publicity Personnel	<p>Glacier Country Tourism has a Sales and Marketing Assistant whose time is dedicated to supporting all marketing, earned media and tourism sales activities in order to promote the overall mission of Glacier Country Tourism. This position is responsible for supporting development, implementation and tracking of our marketing projects and programs and maintaining strong relationships with organization, region and industry partners. See attached job description.</p>	<p>"Brands can seize opportunities to personalize consumer experiences, even before they embark on a trip. With more travelers turning to digital for assistance, marketers can connect with customers when they first express intent through online inspiration or research. Travel companies can segment their audiences, combine first- and third-party data, and use machine learning to connect with customers. As traveler behavior continues to evolve, expectations will continue to rise. Navigating these changes can be challenging, but digital provides more opportunities than ever for marketers to meet traveler intent and expectations at every turn. And that's a trip worth taking."</p> <p>Google/Phocuswright Travel Study 2017</p>	<p>We measure success in this area by monitoring the work being done by the employee and ensuring they are completing the work as outlined in the job description. This person acts as an internal project manager and assists with most every marketing related program – consumer, group and PR and earned media. There are several marketing methods in those segments that fall within this person's scope of work. The successful completion of those methods and reporting will be outlined in those evaluations.</p>	<p>Having marketing support personnel allows us to be productive effectively and efficiently productive and meet project and program deadlines. Creating a solid support system with qualified and passionate team members allows us to maximize our efforts being more effective and efficient.</p>	\$35,000.00	<p>This person also acts as an internal project manager and assists with most every marketing related program – consumer, group and PR and earned media.</p> <p>As reported in the attached monthly reports, she provides support for all our marketing programs. She is the primary program manager for Simpleview, Meltwater, Klear and Barberstock as well as tracking all our traditional and digital influencer earned media. Earned media tracking alone accounts for a significant part of her time. As an example, we had a total earned ad value of \$3,104,061 for both traditional travel articles and social media. She is also responsible for tracking all our rural corridor reporting which tracks each business and community in all areas of our marketing. Our productivity has doubled since this person came onboard.</p> <p>Attached is the report of her activities in monthly reports and the job description. Due to COVID, this employee was placed on temporary partial furlough beginning in May 2020. She remained on furlough through most of July 2020 and then went on maternity leave between October 2020 and January 2021. This is noted in her reports.</p> <p>This marketing method was successful as it achieved what we had hoped as measured, in our overall goals/results below. We plan to continue to use this method in our future marketing efforts.</p>	FY 2021 Sales + Marketing Assistant Reports.pdf
Marketing Support	VIC Funding/Staffing/Signage	<p>Glacier Country Tourism started its Visitor Information Center (VIC) Assistance Program in FY 1994. The program was designed to aid smaller chambers or organizations that are not directly funded by the Montana Accommodations Tax and need financial support in order to staff their visitor center property. The program runs from Memorial Day to Labor Day. Our FY 2020 funding program will provide staffing assistance up to \$5,000/VIC for staffing for qualifying organizations.</p>	<p>66.4% of travelers rely on the opinions of in-person and/or through direct contact (email, text, etc.) for travel inspiration. <i>The State of the American Traveler, Destination Analysts</i></p>	<p>We will measure success by the number of VICs we were able to fund along with closely monitoring the stats provided by the VICs at the end of the year. Each funded VIC evaluates the year and compares with the two previous years in their completion report due in our office in October. Our VIC committee evaluates the reports and applications.</p>	<p>The VIC grant program is very much an outreach program supporting our rural tourism community partners. We continue to see enthusiastic appreciation for the funds. The numbers of overall visitors using these personal travel assistance services is strong which does nothing but strengthen our intent to continue this program.</p>	\$45,000.00	<p>We were able to fund nine visitor information centers (VICs) in Glacier Country in 2021. Those VICs provided personal travel counseling to 7,224 people which is an increase of 2,581 over the previous year. The top five states/countries people were visiting from Montana, California, Washington, Florida and Texas. <i>See the attached PDF report for complete details.</i> We find great value in assisting our communities to have manned visitor information centers and to provide important customer service/experience training and plan to continue this program in the future.</p> <p>This marketing method was successful as it achieved what we had hoped as measured in our overall goals/results below.</p> <p>FY 2021 relevant objectives/results:</p>	End of Year VIC Report FY 2021.pdf

							<ul style="list-style-type: none"> <li>Fund Chamber/Visitor Information Centers: Actual 9 VICs</li> </ul>	
Marketing Support	VIC Staff/Customer Service Training	<p>Glacier Country Tourism believes strongly in customer experience training. Friendly hospitality is vital to providing a good overall customer experience and training is not only helpful, but critical. We contract with Flathead Valley Community College to develop a program that can be held in communities and open to all ages. We feel there is a strong demand for this broad-based community training.</p>	<p>"Excellent customer service improves public persona and strengthens your brand. If you're interested in public perception, your reputation or the strength of your brand, you absolutely have to insure a high quality of customer service. Not only does this result in positive reviews, but it helps to solidify you in the minds of anyone searching for your type of products, services or information."</p> <p>R.L. Adams, Entrepreneur</p>	<p>Our overall plan to measure success is the continual growth and success of this program and the number communities who host it and people who participate. Our trainer tracks these training sessions with a sign in sheets/registrations.</p>	<p>Customer service training provides valuable tools and skills helping provide positive experiences. In FY 2019, we sent the grant application to 21 organizations, awarded funding to nine VICs and hope to provide training in up ten communities. In FY 2020, we hope to increase the number of trainings.</p>	\$30,000.00	<p>Glacier Country Tourism continues to find great value in providing customer service/experience training to businesses and communities who want it. In FY 2021 we partnered with the University of Montana College of Business to develop and implement two of three planned customer service courses. We were able to conduct both of them by Zoom free of charge. All funded visitor information centers (VICs) had their travel counselors attend these trainings as required by our VIC grant program.</p> <p>We supported this program with paid social media advertising so we could increase awareness of this valuable education opportunity to a much broader audience across Western Montana.</p> <p>We are thrilled to provide quality training to people who act as hospitality ambassadors to our state. Session attendance this year was 18 locations with multiple people for the Customer Service Essentials and 15 locations attend the Conflict Management class. Both of these were recorded and are available on Glacier Country Tourism's Partner Center. We will hold at least 1 live session of every spring. <i>See attached report.</i></p> <p>This marketing method was successful as it achieved what we had hoped as measured in our overall goals/results below. We find great value in customer service/experience training and plan to continue this program in the future.</p> <p>FY 2021 relevant objectives/results:</p> <ul style="list-style-type: none"> <li>Fund Chamber/Visitor Information Centers: Actual 9 VICs</li> </ul>	Education Outreach - Trainings Final.pdf
Marketing Support	Partner Support	<p>This budget provides for an online DMO system called Simpleview and an online grant system called Submittable.</p> <p>Simpleview is a customer relationship management (CRM) system specifically designed for destination marketing organizations (DMO) combining relationship management tracking, contact records, reporting, communications, financial tracking, etc. with group tour, meetings and convention and FIT sales, public relations, marketing, reporting and more. This industry-specific and DMO tested CRM is created for all areas of business we serve - not just external but internal as well - basically all parties related to the activity.</p> <p>Combining meeting sales, industry partner management, consumer marketing, business analysis, reporting and more, Simpleview CRM is the most widely used tool in destination marketing and we are excited to integrate this into our overall program.</p>	<p>Built specifically for DMOs, <b>Simpleview</b> has been adopted as a highly productive tool. <b>Submittable</b> provides a user-friendly platform to submit information - grant requests, blog articles, board member applications.</p>	<p>We will measure success in our ability to be more effective, efficient with partner data and marketing efforts. We will provide various reports to show how we continue to use the tool to support our overall marketing efforts.</p> <p>Simpleview allows us to track cooperative efforts that include financial and in-kind contributions by business and/or partner, track group leads, FAM trips, media events, media contacts, earned media, events, etc.</p>	<p>A constant struggle we have is keeping the information we need to strategize, implement, manage and report our overall efforts current. Over the past ten years, our organization has become increasingly diversified and complex which has led to multiple sources of data we have tried to maintain.</p>	\$22,000.00	<p>Glacier Country utilizes the online DMO system called Simpleview. Simpleview is a customer relationship management (CRM) system specifically designed for destination marketing organizations (DMO) combining relationship management tracking, contact records, reporting, communications, financial tracking, etc. with group tour, meetings and convention and FIT sales, public relations, marketing, reporting, forecasting and more. This industry-specific and DMO tested CRM is created for the businesses we serve - not just those planning a vacation, and not just our partners, tour operators and meeting planners, but our governing body, film crews, media - basically all parties related to the activity.</p> <p>Combining meeting sales, industry partner management, consumer marketing, forecasting, business analysis, reporting and more, Simpleview CRM is the most widely used tool in destination marketing and we are excited to integrate this into our overall program.</p> <p>We keep our administration time to a minimum while maintain the ability to track our overall sales and PR efforts by community and by business.</p>	FY 2021 Simpleview Reports.pdf

		<p>Submittable is a grant management software for organizations like <b>Glacier Country Tourism</b>. It allows us to maximize the impact of our grant programs with its online software.</p> <p>Submittable manages grants applications for grantmakers helping us streamline and simplify our grants process. It is a cloud-based grants management system allowing us to virtually accept and review any digital content—all in one submission solution platform - assessible from anywhere with internet access. Applicants can submit and track the process of the grant as we review and track it. All communications and reports are submitted online allowing our staff and board to save hundreds of hours administration and travel.</p>		<p>We can run these reports by partner, community, pitch, earned media, referral, etc.</p> <p>Submittable has streamlines our processes, reduce redundancies, and increase efficiencies, specifically in the review process. It also allows us to track communications and post grantee reports.</p>		<p>We continue to see the incredible value of the system for all our marketing programs. It has become a critical part of our day-to-day operations.</p> <p>We have a PDF that includes some sample reports to show the power of this tool for our organization overall specifically for tracking and reporting.</p> <p>Submittable is also increasingly valuable allowing us to effectively and efficiently process our grants. In FY 2021, we received 69 submissions for various programs including our cooperative marketing match grants, VIC grants, recreate responsibly partner program, applications to become a board member and board member compliance agreements.</p> <p>This marketing method was successful as it achieved what we had hoped as measured in our overall goals/results below. We plan to continue to use this method in our future marketing efforts.</p>		
Marketing Support	Fulfillment/Telemarketing/Call Center	<p>A strong promotion plan must be supported by a well-rounded and professional telemarketing and fulfillment strategy. Our advertising and promotion efforts are meant to inspire/orient and our telemarketing fulfillment strategy is meant to orient and facilitate a visitor's vacation. It must be readily available, accurate, friendly, timely, authentic, visually appealing and valuable to those we assist. Our strategy consists of a web-enabled call center manned by travel counsel experts who live in Western Montana, an easy to find and navigation friendly website and a print travel guide with an online tablet friendly version as well. The print guide is used to fulfill inquiries and is distributed across Montana and Alberta via a contract service. We work very hard to tie all our efforts together in a cohesive manner. Our travel guide and webpage are not produced with lodging tax dollars.</p>	<p>Print usage in travel planning has risen close to 50% of American leisure travelers and the use of DMO print visitor guides has risen to just over 20%. While this rise may not signal any longer term trend there is clearly no evidence of a long-term decline in print or DMO guide usage. According to the <i>State of the American Traveler</i>, an independent research report by Miles Partnership, print has consistently shown strength and even slow growth in print usage over the last five years.</p> <p>24.4% of travelers rely on online media including TV, printed newspapers, magazines, etc. for travel inspiration.</p> <p><i>The State of the American Traveler, Destination Analysts</i></p> <p>Despite 72%+ of Millennials using smartphones in trip planning (vs. only 26% of Baby Boomers) they are just as likely to use print overall, almost as likely as Baby Boomers to order an official print guide and more likely to visit a DMO website. Multimedia—indeed, “Masses of Media”—is critical for reaching and engaging with younger US travelers.</p> <p><i>State of the American Traveler, Miles Partnership</i></p>	<p>We will measure success by tracking the total number of calls and inquiries we receive and from what source. Success of this phase of our overall plan is ultimately measured when the tools we provide are utilized to make travel plans.</p>	<p>The call center handles all inquiries including trade show leads, electronic inquiries, print reader service (yes, this still exists), regular mail, email and instant messaging. The web-enabled call center also provides various electronic fulfillment pieces to supplement the travel guide for our internet based customers. The database is used to eliminate duplicate orders and provide a comprehensive, targeted database to power direct mail, email and relationship marketing. The call center and our contract guide distribution service work together to ensure maximum efficiency and effectiveness of distribution. They dispense consumer travel guides in a timely manner and maintains inventory control of the guides.</p>	\$109,000.00	<p>All our marketing activities are routed to our telemarketing and fulfillment tools (webpage, call center, travel guide and social media) as sources of information for people who are interested in visiting our region or are already here. We track as much data as we can via these tools and keep a year-to-year record so we can access their performance which allows us to analyze whether we were able to meet our goals outlined in our marketing plan. We are pleased to show significant increases in all program areas this year. Visit our call center/webpage report for more details or view our inquiry source report that shows a detailed breakdown of our source of leads/inquiries. It is this report we use for most of the numbers we provide below to meet our goals.</p> <p>In FY 2021, fulfilled 218,916 inquiries with either our travel guide, webpage/blogs, webpage chats, email or by phone. Our webpage had 1,829,028 unique user sessions. We distributed 150,000 print travel guides and our tablet friendly guide was viewed 85,153 times.</p> <p>Our entire call center/webpage/social media report and inquiry source report can be viewed in the attached document.</p> <p>This marketing method was successful as it achieved what we had hoped as measured in our overall goals/results below. We plan to continue to use this method in our future marketing efforts.</p> <p>FY 2021 relevant objectives/results:</p> <ul style="list-style-type: none"> <li>• Increase Electronic Response By 2% Over FY20: Actual 2,071,546/15% Change</li> <li>• Increase Consumer Lead Database By 2% Over FY20: Actual 1,327,894/10% Change</li> </ul>	FY 2021 Call Center Reports FINAL.pdf
							<p>The research we during each budget year provides us with valuable and credible information that helps the Glacier Country's team make decisions that helped us continue growth in all areas of our marketing</p>	

Marketing Support	Research	<p>We plan to use several sources of research to aid us to plan and strategize our promotion efforts. We measure and analyze data from our past and current efforts (internal analytics and SurveyMonkey) as well as look to professional individuals and organizations such as Montana Institute for Tourism and Recreation Research, Destination Marketing Association International, American Marketing Association, Skift, DestinationThink!, nSight, Google and others.</p> <p>To support the often tenuous task of researching and qualifying our travel media and digital influencers, we use Meltwater and Klear. Meltwater and other similar services such as Cision are media databases that helps us find the right journalist or outlet and their preferred contact method all in one search thus providing us information to target travel and tourism influencers. This valuable service is a "who's who" of today's top influencers and allows enables us to align our pitch with a media outlet's editorial calendar.</p>	<p>"Conduct research to understand the market around you and how it is affected by tourism. Whether you operate directly in the tourism sector, such as by running a bed and breakfast, or indirectly by offering goods and services in which tourists may be interested, it's beneficial to understand how your business is affected by tourism. By conducting tourism research, you may be able to identify a new segment of your audience."</p> <p>Importance of Tourism Research, Anam Ahmed Reviewed by: Jayne Thompson, LLB, LLM</p>	<p>We will measure success by ensuring this critical investment is used to track our overall goals and objectives as presented in our overall results. Some of the data our research investment tracks is earned media, travel trends, hotel/short term rental occupancy, ADR, RevPar and social media performance.</p>	<p>Research always plays a major role in what we do whether it assures our planning efforts are on target or if it is in analyzing how our efforts are performing. Making sure we have the right data, statistics, personnel/consultants and tools is key to Glacier Country Tourism's overall success.</p>	\$70,000.00	<p>efforts. In this budget year we used this budget to pay for the Skift research service, Smith Travel Reports (STR) which tracks accommodation occupancy, average daily rate and RevPAR and for our media planning and tracking service – Meltwater/Klear, AirDNA which tracks short term rental data, Destination Analysts for weekly industry trend reports during COVID, VisaVue for visitor credit card spend Zartico which is a destination operating system that allows us to feed much of this information into a single dashboard. It so gives us access to geolocation data for mobile devices traveling to and through the region. We plan to continue to use relevant and current research reports and tools moving forward. Good research leads to sound marketing decisions. It also helps us monitor if our methods are meeting our goals and objectives.</p> <p>This marketing method was successful as it achieved what we had hoped as measured in our overall goals/results below. We plan to continue to use this method in our future marketing efforts. This budget is critical to strong performance.</p> <p>FY 2021 relevant objectives/results:</p> <ul style="list-style-type: none"> <li>• Maintain Social Media Reach From FY20: Actual 27,695,254/44% Change</li> <li>• Increase Social Media Audience By 2.5% Over FY20: Actual 396,257/2% Change</li> <li>• Increase Media Stories By 1% Over FY20: Actual \$3,104,061.36/-14% Change</li> <li>• Revenue Indicators For Performance:             <ul style="list-style-type: none"> <li>◦ Stabilize Lodging Tax Revenue Compared To 2019 (Not 2020): Actual \$13,292,308/32% Change</li> <li>◦ Monitor RevPAR By 1.5% (STR): Actual 57.32/5.7% Change</li> <li>◦ Monitor RevPAR By 1.5% (AirDNA): Actual 246/90.7% Change</li> </ul> </li> </ul>	
Marketing Support	Printed Material	<p>Glacier Country Tourism produces various print collateral materials to support our projects and programs. These pieces are produced as necessary. Print material is useful in many ways; it is physical, it hangs around, it adds legitimacy, it is a great conversation starter, it reaches those who aren't internet savvy (or even connected in any meaningful way) and it drives business.</p>	<p>Print is still very important for a host of reasons. The difference today is simply that it should now act in concert with digital marketing: as a driver, complement, reminder, and/or conversation starter.</p> <p>Integrating Print Collateral with Online Marketing, ICEF Monitor</p>	<p>We will measure success by monitoring how many print pieces we produce and for what purpose. If possible, we will record how many were distributed - as an example, we will state the number of one-sheets we print for our travel trade events for FIT, group and meetings and conventions. Print projects are collateral support which result being shown in overall end of year goal results.</p>	<p>As part of our inspiration and orientation to increase consumer, group, international FIT and meetings and conventions, we produce print collateral to support these efforts. Producing a low cost yet effective piece that compliments other efforts is extremely effective.</p>	\$5,000.00	<p>No lodging tax funds were spent. We did not have a need to print any materials this year. We will be using this method in the future.</p>	
		<p>As a continuation of cooperation and collaboration with our industry partners, we plan to participate and offer assistance via partner programs - specifically <b>Voices of Montana Tourism</b>. Continuing to foster strong partnerships and find new ways to collaborate on efforts is not only outlined in the Montana Strategic Plan for Tourism and Recreation but is</p>	<p>"Destination organizations are too often finding their relevance in a community is weak or non-existent. There seems to be a disconnect between the destination organization and the community it claims to serve. Members of the industry often have joked that "not</p>		<p>Lodging tax dollars allow Montana to have a presence amongst travelers who have many options when it comes to selecting a vacation destination. Despite its proven return, tourism promotion continues to be underestimated and</p>		<p>We supported the education outreach efforts of Voices of Montana Tourism (Voices). Having an organization concentrate on sharing what the value of tourism is to Montana and engage in healthy and proactive conversations that keep tourism top-of-mind as it relates to Montana's economy is critical to our long-term sustainability. We are happy to help support this organization and their efforts to educate the public about the power of the tourism industry and how it impacts our state,</p>	

Marketing Support	Partner Support	<p>part of Glacier Country Tourism's vision and mission statement.</p> <p>Voices of Montana Tourism serves as a united voice for Montana's tourism stakeholders. Since its creation in 2011, Voices has led the effort with education and outreach to communicate the immense value a sustainably-grown tourism industry provides for all Montanans.</p>	<p>even their families know what it is that they do"—much less friends and neighbors. Unfortunately, in way too many cases, that is not a joke. It is the truth."</p> <p>Finding Our Cornerstone, A Paper on Destination Organizations Becoming a Shared Value, Destinations International 2019</p>	<p>Success will be measured by the audience reached by Voices of Montana Tourism.</p>	<p>misunderstood by the general public and some of our state and local leaders. That's why it's up to us to communicate tourism's value in order to elevate its recognition, respect and support in Montana. We must be champions of this industry to ensure tourism continues to thrive.</p>	\$5,000.00	<p>communities and residents alike.</p> <p>This method was successful. We met our objective. Voices distributes messaging via its monthly e-newsletter that has a distribution of 450+ (legislatures, local policymakers, tourism partners and the general public). As a Voices partner, Glacier Country Tourism receives a presence and directory link on the voicesoftourism.com website. This method will be continued in the future as it is an effective and efficient means of outreach, partner support and advocacy for tourism in Montana.</p>	
Marketing Support	Promotional Items	<p>Glacier Country Tourism plans to purchase custom promotional items we can present in our sweepstakes winner boxes and hand out to travel media, trade operators and press at group and FIT shows as well as some leisure shows. All items will be appropriate for the audience and be something useful that will be kept and used.</p>	<p>"Consumers want products that are, first and foremost, useful to them, especially when it comes to the more practical items such as writing instruments and USB drives. Here, usefulness outweighs attractiveness by at least five to one."</p> <p>Global Advertising Specialties Impressions Study: A cost analysis of promotional products versus other advertising media, 2016 Edition</p>	<p>We will measure success by tracking how many items we order and how many are distributed for various projects such as media efforts, FAMs, etc. Items that are creative and unique represent Western Montana's Glacier Country – authentic and memorable. Outside of monitoring how many items we order and distribute one year to another, where "true" success comes into play is having someone mention how much they like it and seeing someone still using it or wearing it.</p>	<p>Promotional items, if done properly, can be extremely effective in building brand awareness and building relationships. Items that are creative and unique can make a product, service, destination or experience memorable. We put a great deal of thought into the items we select. Is it useful? Is it on brand? Is it audience appropriate? Is the price appropriate? Is it a quality item?</p>	\$10,000.00	<p>This year, Glacier Country produced 10 promotional items:</p> <ul style="list-style-type: none"> <li>• 50 Co-branded Candles</li> <li>• 75 Pet Bowls</li> <li>• 40 Coolers</li> <li>• 400 Stickers</li> <li>• 50 Posh Chocolates</li> <li>• 50 Felt Totes</li> <li>• 200 Baggu Bags</li> <li>• 50 Beanies</li> <li>• 250 Brand Giveaway Boxes</li> </ul> <p>All of items are fun Montana gifts we give to travel media, meeting planners, tour operators when they are here for press trips and FAMs, at media outreach events or as a gift at trade shows for people who we have an appointment with.</p> <p>Each of our CTA giveaway winners receive a From Glacier Country with Love box with a selection of these promotional items. These boxes are for our major campaigns that include our travel guide, selection of our promotional items, any special seasonal information and a cash gift card for up to \$500. At every point we touch a person either in state or at a trade show or media event, we provide them with a "touch" of Montana to take home with them.</p> <p>We use an inventory tool in Simpleview to track these items so we can run not only a use report but also allows to track inventory. <i>View attached report.</i></p>	FY 2021 Promotional Items Final.pdf
Marketing Support	Digital Asset Management/Aquisition	<p>Glacier Country Tourism uses an online digital asset management system that is highly functional, caters specifically to DMOs and is very affordable. This online system allows us to catalogue and search with keywords and thumbnail previews. Each asset with its caption information can be delivered in multiple formats ensuring the right file in the right format and is instantly available for internal and external use. To date, we have approximately 15,000 accessible assets with several hundred more to be uploaded and categorized. We use a top tier service that provides us with unlimited storage/hosting and clips our video assets into usable bits for sharing and production.</p> <p>As we move forward building a robust digital asset library and management system,</p>	<p>97% of marketers claim that videos help customers understand products. (Hubspot)</p> <p>Over 80% of all traffic will consist of video by 2021. (Cisco)</p> <p>Live video will account for 13 % of traffic by 2021. (Cisco)</p> <p>90% of consumers claim a video will help them make a purchasing decision. (Social Media Today)</p>	<p>We will measure the success of this method by monitoring the total number of images (still + video) from photographers/videographers at the end of the year and by the number of new digital assets we add each year to the system.</p>	<p>As the number of digital assets and services we employ continue to grow and diversify, our need to have a flexible and multifaceted tool to store, manage photo and video rights and organize these images increasingly becomes more challenging. We require a service that helps our public relations and marketing efforts to organize, store and deliver all our marketing collateral or media assets, such as pictures, logos and videos. It needs to be easy to use, immediately accessible, effective,</p>	\$12,000.00	<p>We find having a digital asset management library that is accessible online is absolutely invaluable. To access our photo library, please visit <a href="https://partners.glaciermt.com/photo-library">https://partners.glaciermt.com/photo-library</a> and follow the instructions to request access. Once your request has been reviewed and approved, you will be emailed by <a href="mailto:noreply@barberstock.com">noreply@barberstock.com</a> with your username and password. Log in to the <b>photo portal</b>. Your first-time logging in you will be asked to agree to our Terms of Use. The home page displays photos you have access to in our library.</p> <p>As of June 2021, we have approximately 20,215 still and video assets. We added over 10,000 images and have more on the way. We used the time COVID provided us to concentrate completing corridor videos and acquired still and video footage for over</p>	

		<p>having all our video formally and professionally catalogued allows us to access our video making it easier for us to create interactive media to help visitors become inspired and orient themselves to Western Montana's Glacier Country. Technology and marketing continues to advance and staying current with a system such as Barberstock allows us to be nimble and accountable in all that we do with our imagery.</p>			flexible and affordable.		<p>20 of our small communities where our library was lacking.</p> <p>This marketing method is extremely successful, and we would certainly do again as the outcome is critical to our overall success and was exactly as we had anticipated.</p>	
Marketing Support	Outreach	<p>As a part of our rural marketing program, we are combining this budget line item with others to build a formal program around how to help our charming small towns through our efforts. We want to help them learn to identify and build tourism product, educate them on how to do it and how they can partner with Glacier Country Tourism and other entities to promote that product.</p> <p>We currently have the following outreach and training programs available:</p> <p>DMO 101: Understanding destination marketing organizations Stand Out From the Crowd: Developing your brand Public Relations Training: How to tell your story Your Virtual Community: Introduction to social media channels and advanced social media strategies for all The Key to Working with Groups: Group sales, international travelers, tour operators, meetings and conventions Reach Your Audience: Consumer marketing through paid media and content development Customer Service Training: Providing quality customer service all visitors - who, what, when, why and how Joining Forces: Glacier Country Tourism as a resource and partner</p>	<p>Travelers are more motivated to travel by adventure than they were in the past. This year, there is also a increased preference for hyper-local, unique, and transformative travel experiences. Travelers are specifically looking for experiences that will change their world perspective. Travelers are also more thoughtful about the environment and their own personal wellbeing than they have been in the past years, and both of these things will have strong ramifications when it comes to their travel preferences and behaviors.</p> <p>U.S. Experiential Traveler Trends 2019: Annual Survey on Traveler Behavior, Motivations, and Preferences. Skift Research, Meghan Carty, Research Analyst</p>	<p>We will measure success in our ability to provide educational events with one of our partners (region, CVB or MOTBD) or hosting an event of our own. Helping businesses succeed and increasing the sense of industry pride and support translates to successful outreach.</p>	<p>Education and outreach is extremely important for several reasons. First and foremost, it adds to a business's ability to succeed by staying current with industry trends, challenges, marketing opportunities and knowledge of economic importance to Montana. It is also equally important to provide ongoing programs for individuals and organizations to affordably stay abreast of cutting edge trends to keep them competitive and to increase the effectiveness of their efforts. When we can, we try to provide and support relevant, useful and cost effective workshops and outreach support.</p>	\$10,000.00	<p>In FY 2021, we held our Spring Glacier Country Tourism Summit. We had sessions about how to integrate Leave No Trace into brand messaging, basics of social media, delivering on your promise to the customer, building your business to maximize opportunity, increasing customer base with the help of DMOs, examining current travel trends, research and consumer sentiment.</p> <p>The virtual event was 3.5 hour morning event each of the two days. We had 74 registered attendees. The virtual format provided an efficient way for speakers and attendees to participate and was our most successful on record. We plan to model our next summits after this one.</p> <p>This marketing method was successful as it achieved what we had hoped as measured in our overall goals/results below. We plan to continue to use this method in our future marketing efforts.</p>	<p>Education Outreach - Workshops SUMMIT Final.pdf</p>
		<p>Glacier Country Tourism has created a Community Relations and Outreach Plan. The creation of this plan is not only a good idea but is absolutely necessary. As a regional tourism bureau covering an area the size of many states, brand marketing and partnership development has been the primary focus. Individual community involvement in these efforts has not always been strong, leaving much of the product identification up to the marketing team,</p>						

Marketing Support	Outreach	<p>organizational leadership, engaged partners and board of directors. As awareness of the tourism industry grows, positive and negative perceptions of it also grows. Montana's destination organizations, including GCT, have mostly operated behind the scenes without telling our own story – sharing what we do, how we do it, why we do it and how well we have done. A thoughtful community relations and outreach plan will provide a strategy to reach a much broader audience to ensure the answers to these questions and many more are inclusive, thoughtful, accurate, trusted and empowering.</p> <p>The DestinationNEXT Assessment GCT conducted in 2018 identified several objectives as opportunities for community support and engagement.</p> <ol style="list-style-type: none"> <li>1. Attract and retain a high quality workforce.</li> <li>2. Stabilize and promote a positive labor relations environment.</li> <li>3. Build public support for tourism and GCT.</li> <li>4. Ensure local governments and leadership organizations rely on GCT as a resource to help destinations identify opportunities for development.</li> </ol> <p>The creation of this outreach plan aligns with the strategic goals, objectives and values set by the Glacier Country Tourism board of directors and leadership set at the time of the DestinationNext assessment. Four key goals were identified along with numerous objectives and performance targets. Specific to this marketing method, there are five objectives related to community and partner engagement.</p> <ol style="list-style-type: none"> <li>1. Develop a community outreach program to rural areas.</li> <li>2. Increase public support for tourism in Glacier Country.</li> <li>3. Improve the engagement of partners across the region (i.e. expand workshops, webinars, public service announcements).</li> <li>4. Engage in effort to develop an effective workforce strategy for the hospitality sector.</li> <li>5. Expand hospitality training program.</li> </ol> <p>All but two of these have ongoing programs to support and implement them. This budget will help with the remaining two - increase public support for tourism in Glacier Country and engage in effort to develop an effective workforce strategy</p>	<p>Outreach is increasingly critical for destination organizations (DOs) as local, state, federal and global environments change. Historically, the focus of outreach efforts was on community stakeholders and elected officials but now includes the community at-large. This shift also requires DOs to be more proactive about telling their own story, being genuine, inclusive, transparent and sharing their passion for the destination. Destinations International (DI) briefing paper, <i>Finding Our Cornerstone</i>, recommends we ask ourselves a series of questions including:</p> <ul style="list-style-type: none"> <li>- What are the community needs?</li> <li>- Who are DOs helping?</li> <li>- Who is the customer?</li> <li>- Why do DOs do what they do?</li> </ul> <p>Seth Godin, author of the book <i>This Is Marketing</i>, suggests the answer to these questions is that destination promotion is for the benefit and well-being of every person in a community. Destination promotion is a vital investment to develop opportunities and build quality of life to benefit the people of a destination.</p> <p>According to <i>Made in America: Travel's Essential Contribution to Economic Development</i>, by U.S. Travel Association, "Residents can be champions of a destination or detractors if they do not see the value in increasing visitor demand. As tourism demand continues to increase, destination marketing organizations have the added responsibility of engaging with and creating advocates with local residents as well."</p>	<p>We will measure success using the following performance targets:</p> <ol style="list-style-type: none"> <li>1. Develop and implement a pro-tourism outreach program that will result in an ongoing effort to help support the tourism industry for future years.</li> <li>3. Increase partnership growth year over year. GCT has recently approved a new partnership program that allows all businesses and organizations who provide products and services - directly and indirectly - to the visitor to partner with GCT.</li> <li>4. Participate in events by where GCT leadership has the opportunity to present pro-tourism messaging to targeted audiences.</li> <li>5. Implement a workforce survey by the end of 2021.</li> </ol>	<p>As one of Montana's leading destination organizations, GCT must be proactive in how we address the two of the three transformational opportunities outlined in the Destinations International 2019 Futures Study to help destination leaders formulate strategic decisions heading into the future.</p> <ol style="list-style-type: none"> <li>1. Destination Stewardship: Balancing economic development, sustainable tourism and quality of life.</li> <li>2. Community Alignment: Building public support around a shared vision for the destination.</li> </ol> <p>As a lodging tax funded Montana destination organization, GCT is required to follow the Montana Tourism and Recreation Strategic Plan and up until the end of 2017, the state plan served as GCT's strategic plan. Board and executive leadership recognized that while this plan served the needs of the state, it did not address the particular and unique needs of our organization and region. GCT needed a plan that was useful for guiding day-to-day decisions and also for evaluating progress and changing methodologies. In order to make the most of strategic planning, we needed to give careful thought to the goals and objectives and then back them up with realistic, thoroughly researched, quantifiable benchmarks for evaluating results.</p> <p>In 2018, Glacier Country Tourism participated in a DestinationNext assessment. As a regional DO in Montana, we invited stakeholders from not only the eight counties and 75 communities within our region but across the state as well. The assessment results presented were for the region and for each of the eight counties within our boundaries. Of the 432 respondents, we were happy to see strong input from government leaders, media and members. We ranked high in the Explorer quadrant with slightly below industry average destination strength and community support and engagement. Because the geographic size and diversity of communities, product and economies vary, the need to assess our performance by county was important. We now have a baseline at the community, region and state level which allows us to better build upon our successes and address our challenges.</p>	\$30,000.00	<p>No lodging tax funds were spent. This project was put on hold until the next budget year when we plan to do our destination stewardship project. We will be using this method in the future.</p>
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		for the hospitality sector.						
Publicity	Travel/Trade Shows	<p>Glacier Country Tourism has attended and participated in a number of targeted trade shows with media exchanges over the years, specifically international foreign independent travel.</p> <p>Our earned media manager has attended the IPW (formerly International Pow Wow) media exchange for many years and found this to be a highly effective marketing method.</p> <p>Three years ago, we started attending International Media Marketplace (IMM). IMM is now established as the industry's leading event for the media to meet travel and tourism brands. Exhibitors enjoy a dedicated branded table where they can meet top travel journalists, editors and broadcasters to discuss their news, events and developments. As a single-day networking and relationship-building opportunity for journalists and travel &amp; tourism brands, IMM is unrivalled.</p>	<p>Marketers rate owned media as the most effective of the three types. But earned media is widely rated as more effective or equally effective as paid media.</p> <p>Up to 81% Rate Earned Media as More Effective or as Effective as Paid Media. Outsell analyzed marketers' rating of the problems and gaps that plague them and has found that two items specifically measure the problems that earned media is especially suited to solve.</p> <p>These key results show that 72% rate "Difficulty identifying and engaging with right prospects at the right time" as a problem and barrier toward achieving their marketing objectives.</p> <p>The No. 1 ranked factor for allocating spending is "Maximizing pre-qualification of our prospects" (2013 through 2016).</p> <p>In earned media, influencers self-select and have a multiplier effect influencing many others to convert at higher rates than paid media. This makes earned media especially effective in increasing prequalification of prospects and increasing engagement with the right prospects.</p> <p>Outsell, Inc.</p>	<p>We measure success in this area by producing a show report, tracking the contacts made and summarizing key takeaway information. Any earned media will be tracked via Meltwater, Klear + Simpleview - tracking earned media reports for each article and post.</p>	<p>With so much competition in and out of the United States, standing out from the crowd from other destinations can be a challenge especially when it comes to earned media. Digital influencers have added to that: is that person paid or not, are they on brand, do they produce and do they have a strong audience? Using resources such as Meltwater, Klear and Cision help but nothing beats one on one meetings. Just as travel trade has been doing for many years, earned media is increasingly using speed networking as a method to create opportunities to develop new media relationships and strengthen existing ones. Timed one on one appointments are a great way to pitch stories and destinations.</p>	\$5,000.00	<p>Travel trade shows for travel writers, bloggers and digital influencers are a highly effective and efficient method of promotion from a destination marketing organization. Our earned media manager attended one virtual show this year – IMM. We paid registration for TBEX but it has been postponed and our registration fees will roll forward to that event when it happens.</p> <p>She met with media who were seeking information for stories. She had 24 appointments with media at IMM. View the attached document to see show reports and pitch sheets.</p> <p>We absolutely plan to continue this program as the earned media we receive this year along was almost twice what our total bed tax budget was. The exposure from these events contributed to \$3,104,061 million in ad value. Total exposure was 376,433 circulation, 606,031,908 unique visitors, 31,000 broadcast viewership, 5,784,673 social audience with reach of 864,301. Our ROI for this program overall is 34 to 1. For every \$1 spent, we received \$34 in return.</p> <p>FY 2021 relevant objectives/results:</p> <ul style="list-style-type: none"> <li>• Increase Trade Show Database By 4% Over FY20: Actual 2,547/5% Change</li> <li>• Increase Media Stories By 1% Over FY20: Actual \$3,104,061.36/-14% Change</li> </ul>	2021 IMM Event Report.pdf
Publicity	Marketing/Publicity Personnel	<p>Glacier Country Tourism has a PR and Earned Media Manager who develops, manages and monitors our publicity projects and programs. Every year, our publicity efforts result in strong performance with both travel writers, travel bloggers and digital influencers. We plan to continue our current efforts with a support budget for trade media shows, media events, press trips and familiarization funding to be flexible and responsive for those we host and those we promote. See attached job description.</p>	<p>A Northeastern study found that on average, increasing a brand's social media output of owned media by 10 percent saw a 7 percent increase in brand awareness, a 4 percent increase in customer satisfaction, but only a 3 percent decrease in purchase intent. The same percentage increase in earned social media output led to significant increases across all three categories.</p>	<p>We measure success in this area by monitoring the work being done by the employee and ensuring she is completing the work as outlined in the job description. There are several marketing methods that fall under this person's PR and earned media program. The successful completion of those methods and reporting will be outlined in those evaluations.</p>	<p>Travel content is meant to inform and inspire, providing people the tools they need to finally book a trip they've been meaning to take, whether it's a weekend getaway or a bucket list adventure. Problem is that brochures, travel agents and websites do not appeal to all consumers these days.</p> <p>Travel media relations efforts are focused on sharing information about regional stakeholders in promoting key messages and experiences to the traveling public with travel writers, TV show producers, documentary film crews, social media content creators and others. In some cases this is done by collaborating with partners to bring these people to our region and in other cases we gather and send assets like editorial, images and video content or links to various travel media outlets. Earned media refers to media exposure earned through these relationships with</p>	\$46,000.00	<p>This person is dedicated to working with travel media representatives associated with print, online and digital influencers - including social media. Earned media (or free media) refers to publicity gained through promotional efforts other than paid media advertising, which refers to publicity gained through advertising, or owned media, which refers to branding.</p> <p>We continue to see extremely positive results from having on-staff publicity and earned media personnel. We plan to continue to maintain this position as it allows us to not only save money but be much more effective and efficient. Our publicity program extends into many of our program areas ensuring consistent messaging and voice. It also allows us to host proactive media trips and be responsive and assist media who contact us directly or who are working with partners.</p> <p>This person worked on seven media events and responded to countless other media requesting assistance. We tracked 49 different articles/stories for a total earned ad value of \$3,104,061.</p> <p>We absolutely plan to continue this program as the earned media we receive this year equaled more than the total bed tax budget for the entire year. Our ROI for this program 34 to 1. For every \$1 spent, we received \$34 in return.</p> <p>Attached is the report of her activities in monthly reports and the job description.</p> <p>This marketing method was successful as it achieved what we had hoped as measured in our overall goals/results below. We plan to continue to use this method in our future marketing efforts.</p>	FY 2021 PR + Earned Media Manager Reports.pdf

					key media outlets who feature our story or tourism experience as a result of hosting a media trip or pitching a story.		<p>FY 2021 relevant objectives/results:</p> <ul style="list-style-type: none"> <li>• Increase Overall Consumer Response By 2% Over FY20: Actual 2,133,457/15% Change</li> <li>• Maintain Social Media Reach From FY20: Actual 27,695,254/44% Change</li> <li>• Increase Social Media Audience By 2.5% Over FY20: Actual 396,257/2% Change</li> <li>• Increase Use of Responsive Website By 2% Over FY20: Actual 1,829,028/15% Change</li> <li>• Increase Consumer Lead Database By 2% Over FY20: Actual 1,327,894/10% Change</li> <li>• Increase Media Stories By 1% Over FY20: Actual \$3,104,061.36/-14% Change</li> </ul>	
Publicity	Press Trips	<p>Glacier Country will continue to work with travel media and digital influencers to tell the many stories of Western Montana. This will be done through proactive and reactive press visits to our region to provide these storytellers with a first-hand experience of what Montana has to offer. We will host group visits, as well as individual media visits. In addition to consumer focused media outlets, we also work with book authors and trade publications. We find having a strong publicity program strengthens our marketing effort and brings exceptional value and return on investment for our overall promotion program.</p>	<p>Earned media placement on trusted outlets can validate your owned content and give your brand third-party credibility. With each additional mention in the press, your credibility increases. For instance, a <b>past study by Ogilvy</b> found that journalists agree (65 percent) that the more the media covers a brand, the more credible the brand appears.</p>	<p>We will measure success of this method through our show reports and earned media report which provides detailed results we were able to track during this budget year.</p>	<p>A strong earned media program is supported with a budget covers costs associated with travel expenses when media comes to Glacier Country to write about the destination. Depending on the nature of the assignment of the person on assignment, we can assist with accommodations, suggested itineraries, passes to attractions and more.</p>	\$40,000.00	<p>Glacier Country's earned media plan was very successful last year especially considering that we were limited in our efforts to host media. We assisted/planned 8 media trips and financially assisted with five of them. One event was proactive. <i>See attached itinerary.</i></p> <p>We absolutely plan to continue this program as the earned media we receive this year along was almost twice what our total bed tax budget was. We spent \$4,084 and earned \$3,104,061 million in ad value. Total exposure was 376,433 circulation, 606,031,908 unique visitors, 31,000 broadcast viewership, 5,784,673 social audience with reach of 864,301. Our ROI for this program overall is 34 to 1. For every \$1 spent, we received \$34 in return. <i>See complete earned media report.</i></p> <p><i>Due to file size constraints, the media articles/posts scans were not able to be uploaded but are viewable upon request.</i></p> <p>This marketing method was successful as it achieved what we had hoped as measured in our overall goals/results below. The effectiveness and efficiency of doing events like this are extremely good and we plan to continue to use this method in our future marketing efforts.</p> <p>FY 2021 relevant objectives/results:</p> <ul style="list-style-type: none"> <li>• Increase Overall Consumer Response By 2% Over FY20: Actual 2,133,457/15% Change</li> <li>• Maintain Social Media Reach From FY20: Actual 27,695,254/44% Change</li> <li>• Increase Social Media Audience By 2.5% Over FY20: Actual 396,257/2% Change</li> <li>• Increase Use of Responsive Website By 2% Over FY20: Actual 1,829,028/15% Change</li> <li>• Increase Consumer Lead Database By 2% Over FY20: Actual 1,327,894/10% Change</li> <li>• Increase Media Stories By 1% Over FY20: Actual \$3,104,061.36/-14% Change</li> </ul>	Cynthia Dial 10.11.2020.pdf
		<p>We will host media outreach trips that will allow us to bring Montana to various target markets and ensure members of the media in those markets</p>						

<p>Publicity</p>	<p>Press Promotions/Media Outreach</p>	<p>are armed with accurate information on Western Montana.</p> <p>In the FY 2018 budget year, we collaborated working with Destination Missoula and the Missoula International Airport on a media event in Dallas to help build awareness of the new American Airlines year-round flight to Missoula. Tourism sales managers from each organization helped promote Western Montana as a destination for B2B travel along with consumer focused media and digital influencers.</p> <p>In FY 2019, we also coordinated two media events in key markets - Chicago, IL and San Francisco, CA. You can view media lists and pitch sheets (Glacier Country, Whitefish, Kalispell, Missoula) from each event. We were very happy with each event's attendance and still to this day continue to receive solid inquiries about potential stories and digital influencer exposure from them.</p>	<p>Earned media is the most trusted and credible form of content for a brand.</p> <p>The most trusted source of information about your company comes not from you, but from your highly satisfied customers -- otherwise known as your brand's advocates -- in the form of the content they create such as reviews, recommendations, ratings and stories about their experiences.</p> <ul style="list-style-type: none"> <li>• Up to <b>92% of consumers</b> trust word-of-mouth recommendations, but only 24% trust online ads.</li> <li>• A recommendation from a trusted friend conveying a relevant message is up to <b>50 times more likely</b> to trigger a purchase compared to another recommendation.</li> <li>• <b>25% to 40% of all traffic</b> and lead generation comes from earned media.</li> <li>• Shoppers prefer retail web sites that feature online ratings and reviews over ones that don't.</li> </ul> <p>By Rob Fuggetta. AdAge</p>	<p>We will measure our success by tracking our overall our efforts via our earned media report that tracks all editorial exposure by month, event/activity it was attributed to, the earned ad value and circulation. Ultimately a successful publicity program comes down to earned media, consistency and quality of voice and tone, strong messaging and strong relationships with media.</p>	<p>Media relationships are an important part of telling our Montana story. Through media events and press outreach, we are able to have face-to-face meetings with many members of the media in specific markets. This allows us to have an enjoyable way to meet and talk about Glacier Country Montana. We have founds this method is highly effective and efficient.</p>	<p>\$5,000.00</p>	<p>No lodging tax funds were spent. With the state of travel, we felt it was not a good time to do in person media events quite yet. We will be using this method in the future.</p>	
<p>Publicity</p>	<p>Crisis Management</p>	<p>For the past several years, Glacier Country has had a crisis management in place to ensure we are ready to share a clear, concise and accurate message with our visitors. This plan includes our efforts working directly with media as well as sharing a communication tips sheet with our businesses so they can better understand the dos and don'ts when talking with visitors. We will continue to have an updated crisis plan that can be implemented if and when necessary. New this year will be dos and don'ts around social media posts and messaging. We plan to evaluate it by monitoring if we were able to effectively implement it and minimize negative effects from the crisis that triggered it.</p>	<p>"Good crisis communication planning may be one of the best investments you ever make. No other activity in the initial hours, days and weeks of a crisis has the potential to mitigate its effects so significantly. It helps limit the negative impact of a crisis by addressing the information needs of all industry stakeholders in an efficient, timely and responsible manner."</p> <p>Destination Management During a Crisis, Jim McCaul</p>	<p>As the crisis team in the Glacier Country region came together to strategize, we determined that we needed to not only prepare to respond reactively but we needed to be proactive as well. We created a digital outreach plan to help prepare people in advance of a crisis. We will measure success of the campaign by tracking impressions, clicks, click thru rate and cost per thousand.</p>	<p>Being prepared for harmful situations is imperative. It is important to map out potential negative scenarios and have a PR plan for each one helping to minimize the negative effects of the situation or event.</p>	<p>\$1,000.00</p>	<p>No lodging tax funds were spent. We will be using this method in the future. While we addressed several crisis situations, all efforts were paid for out of other line items. This is an important method and will use in the future.</p>	
<p>Publicity</p>	<p>Fam Trips</p>	<p>Glacier Country Tourism plans to use familiarization tours as one of our overall efforts to support our identified consumer markets, B2B programs and social media. For many years, this has allowed us to develop a collaborative and broad-based approach to discovering and developing content, experiences and itineraries for consumer and group travel. We will continue this effort by using a portion of our budget to identify product so we can better capture, pitch/refer and host travel and trade professional(s).</p>	<p>While it can be tough for travel brands to gain ground within their own category, content can open doors to scaling across the travel industry. As Deloitte's 2017 industry outlook report points out, travel is fragmented across many micro experiences. The secret to growth may lie in conceptualizing your brand as a content platform that enhances the customer's entire travel experience -- particularly in areas that go beyond the services your own business provides.</p>	<p>We will measure our success by tracking our overall our efforts via our end of year goal results. Ultimately a successful publicity program comes down to earned media, consistency and quality of voice and tone, strong messaging and strong relationships with media.</p>	<p>Familiarization tours are an effective way to identify and share tourism product throughout the region. Armed with this information and firsthand knowledge of the experiences, we are able to strategize how that product can be promoted through various programs and plan logistics for itineraries and host on-the-ground consumer and B2B press trips and tours throughout all nine corridors of our eight county region.</p>	<p>\$10,000.00</p>	<p>We leveraged the FAM budget to support content gathering and itinerary development for all our consumer and B2B efforts. We also maximized use of our familiarization trips by taking photos/video and gathering information to use in our consumer and B2B blogs and group social media efforts. This is a highly effective element of our overall program allows us to develop highly effective and cost-efficient itineraries and stay abreast of what is happening in our region so we can pitch unique stories to travel media and digital influencers.</p> <p>This marketing method was successful as it achieved what we had hoped as measured in our overall goals/results below. We plan to continue to use this method in our future marketing efforts.</p>	



Marketing Support	Partner Support	\$5,000.00	\$0.00
Marketing Support	Printed Material	\$5,000.00	\$0.00
Marketing Support	Research	\$70,000.00	\$0.00
Marketing Support	Fulfillment/Telemarketing/Call Center	\$109,000.00	\$0.00
Marketing Support	Administration	\$316,000.00	\$0.00
		\$712,500.00	\$0.00
Publicity	Marketing/Publicity Personnel	\$46,000.00	\$0.00
Publicity	Fam Trips	\$10,000.00	\$0.00
Publicity	Travel/Trade Shows	\$5,000.00	\$0.00
Publicity	Press Trips	\$40,000.00	\$0.00
Publicity	Press Promotions/Media Outreach	\$5,000.00	\$0.00
Publicity	Crisis Management	\$1,000.00	\$0.00
		\$107,000.00	\$0.00
		\$1,986,500.00	\$0.00

**Miscellaneous Attachments**

Description	File Name	File Size
GCT Marketing Plan and Budget FY 21	GC Marketing Plan_FY21_050420_FINAL_web.pdf	4.6 MB
GCT Marketing Plan and Budget FY 21	GC Marketing Plan_FY21_050420_FINAL_web.pdf	4.6 MB
GCT Marketing Plan and Budget FY 21	GC Marketing Plan_FY21_050420_FINAL_web.pdf	4.6 MB
GCT Marketing Plan and Budget FY 21	GC Marketing Plan_FY21_050420_FINAL_web.pdf	4.6 MB
GCT response to TAC questions on initial marketing plan and budget.	GCT Response to TAC Plan Comments.pdf	4.4 MB
GCT response to TAC questions on initial marketing plan and budget.	GCT Response to TAC Plan Comments.pdf	4.4 MB

**Reg/CVB Required Documents**

Description	File Name	File Size
Board of Director Minutes Approving the Marketing Plan Narrative and Budget FY 21	2020 March Board Minutes FINAL.pdf	34 KB
Board of Director Minutes Approving the Marketing Plan Narrative and Budget FY 21	2020 March Board Minutes FINAL.pdf	34 KB
Glacier Country Tourism's Board Manual (By Laws) as of June 2020	Board Manual - FINAL June 2020.pdf	329 KB
GCT Marketing Plan Narrative and Budget FY 21	GC Marketing Plan_FY21_050420_FINAL_web.pdf	4.6 MB
GCT Marketing Plan Narrative and Budget FY 21	GC Marketing Plan_FY21_050420_FINAL_web.pdf	4.6 MB
Marketing Plan Segment Pie Chart FY 21	GC Marketing Plan_FY21_PieChart.png	99 KB
Marketing Plan Segment Pie Chart FY 21	GC Marketing Plan_FY21_PieChart.png	99 KB
Application for Lodging Tax Revenue, Pledge of Understanding and Compliance and Certificate of Compliance FY 21	Required documents FY21.pdf	53 KB
Application for Lodging Tax Revenue, Pledge of Understanding and Compliance and Certificate of Compliance FY 21	Required documents FY21.pdf	53 KB

