



Grant Details

95522 - FY21 Region/CVB Marketing Plan

101306 - FY21 Southwest Montana Marketing Plan

DOC Office of Tourism

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Community & Brand Support

Describe your destination (who you are, who you wish to attract and why would they come) addressing your strengths, opportunities, and potential challenges. How does your destination align with Montana's brand pillars?

Southwest Montana, the cradle of Montana history, features copper barons, feisty outlaws, gold miners, Lewis and Clark explorers, hardworking cowboys, adventurous frontiersmen, and a Nez Perce Battlefield all set in the backdrop of wildlife -filled mountains, blue ribbon streams, 3.3 million acres of forest land, natural hot springs, a stalactite filled cavern, sapphire mines, 316 species of birds, and a dozen mining ghost towns and ghosts offering a lifetime of adventure.

Brand Vision: Enchant the visitor with adventures filled with scenic beauty, history, nature, excitement, indelible personalities and stimulate a desire to return.

Brand Statement: Dig Deeper

Southwest Montana is centrally located between Glacier and Yellowstone National Parks, making it the ideal travel route between the two destinations. We are rich in history and culture, outdoor recreational opportunities, natural geological attractions, birding and wildlife watching. Southwest Montana offers the best blue-ribbon fishing statewide. Southwest Montana has 300 properties and 3828 rooms in the region. In addition, we have 158 campgrounds.

Southwest Montana attracts an active mature/boomer audience with a focus on soft adventure. The region is a big draw for heritage and culture enthusiasts. We have a large nationally recognized heritage corridor running from Butte to Anaconda. Our 2019 visitors were mostly repeat visitors with 78% of groups being repeat visitors to the state and 90% plan to return within two years. First time visitors made up 13% of our groups. **80% of our nonresident visitors travel alone are in a group of two.**

Strengths - historical opportunities including ghost towns, historic sites, location between the national parks, Lewis & Clark sites and museums; cultural opportunities - western heritage, live theatre, concerts, rodeos, fairs, local celebrations, cattle drives, working ranch experiences, historical & cultural tours, trolley tours, pow-wows, farmers' markets and more; natural resources - hot springs, radon health mines, rockhounding for gems, Lewis & Clark Caverns, fly-fishing, rafting, blue ribbon rivers and streams, hiking, biking, outdoor trails, downhill skiing, and ski joring.

Opportunities - Develop niche markets of history, ghost towns and "ghosts, outdoor activities, attract filming opportunities, and work with our outfitters and guides;" work with CVBs, cities and other organizations to gather photos and have them available as the need arises; continue education and collaboration on travel information, grants, and other options available to travel businesses in the area.

Challenges - Transportation concerns, off-season closures of attractions, limited cell phone coverage, and poor economic factors; potential environmental situations such as fires, smoke, flooding and viruses; a need for touring companies as many travelers prefer someone to take them to the attractions and take the guesswork out of their planning; lack of wayfinding signage throughout the region and within individual communities; shortage of meetings & convention facilities limits the ability to draw on these groups for potential revenue throughout the year and particularly in the off-season. Another challenge is expanding the education of opportunities and information to our constituents that are not connected to the regions and CVBs. In addition, the 2020 outbreak of COVID-19 may present unforeseen challenges to visitation in the coming year. We will continue to monitor the impacts of the outbreak and may need to make adjustments to this plan as necessary.

More spectacular unspoiled nature than anywhere else in the lower 48.

From the Madison River Valley to the Pioneer Mountains Scenic Byway and from Gates of the Mountains to Lewis & Clark Caverns, Southwest Montana offers an abundance of unspoiled nature. In addition, visitors can view a variety of wildlife while visiting Red Rocks Lake National Wildlife Refuge or the Scapegoat Wilderness Area (to name just a few).

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

Southwest Montana provides a direct route between Glacier and Yellowstone National parks and has many vibrant and charming small towns. Visitors can explore the fishing mecca of Ennis (also known for its great art scene) or take a trip to the Sweet Palace located in Philipsburg (noted as being one of the "Prettiest Painted Places in America"). From the sophistication of the capital city, Helena, to historic Butte, America, the region offers visitors a variety of options when it comes to small town charm.

Breathtaking experiences by day and relaxing hospitality at night.

Hiking, biking, skiing, fishing, rockhounding...from soft adventure activities such as scenic driving and wildlife viewing, to more extreme activities such as mountain biking and snow kiting, Southwest Montana offers a plethora of breathtaking experiences. And, with a wide range of lodging and dining options, the region also boasts a wealth of options when it comes to relaxing hospitality at night.

Describe your destination.

Inspiration - Southwest Montana's advertising, our website, public relations and social media efforts will focus on building the inspiration aspect and the desire to visit.

Orientation - Our call center and Regions & CVBs provide tools to help the visitor plan a route and encourage a longer stay. The region's travel guide and website will play the strongest role in assisting visitors with "orientation" and the tools needed to assist with trip planning. If the visitor is already in the state, our regional tear-off map is available as well.

Facilitation - Regions and CVBs, our call center, communities, businesses and organizations all work together to make visitors aware of the full array of experiences available to them, encouraging them to stop and experience all that Montana has to offer. The region's website and travel guide will play an integral part for "on the ground" facilitation. In addition, we have a Southwest Montana regional map that is dispersed throughout the region and its surrounding neighbors.

Optional: Include attachments here

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

Primary—Both our primary and secondary target markets include repeat travelers to Montana. Since Southwest Montana is 78% repeat visitors and only 13% new visitors, we consider advertising to the two National Parks a benefit to extend the traveler's stay in the state or to entice the traveler to the region on a repeat visit.

Active Mature—Consists of older married couples or singles (ages 55-64), college educated, usually without children. They lead an active lifestyle and enjoy visiting historic sites, landmarks and museums as well as partaking in general sightseeing and wildlife watching. According to 2018 data from the Institute for Tourism and Recreation Research (ITRR), 36% of visitors to the region were between the ages of 65-74 and 35% were between the ages of 55-64 years old. And, another 35% of our visitors were between 55-64. The same data reveals that 52% of visitors to the region were made up of "couples" and 28% were individual travelers.

Heritage/Cultural Enthusiasts — This segment consists of individuals 35+ years of age, college educated, who enjoy learning more about western history and culture. They enjoy the experience of quaint communities and the opportunities within. They visit historic sites and landmarks and are interested in festivals and fairs about the West. Data collected in 2019 from the ITRR indicates that 20% of visitors to the region spent time at other state parks—of which we have 11 in Southwest Montana. Also, 23% visited hot springs, 13% visited Virginia/Nevada Cities, and an additional 9% visited the areas ghost towns. Lewis and Clark Caverns had 9% visitation, the Montana History Museum had 6% visitation, and The Big Hole Battlefield and Clark Canyon Reservoir attracted 5% of the visitors.

Secondary— Travel Influencer — We are still testing the waters with this market. The state has been bringing in travel writers that have a large social media following to entice more of the travelers that are using the social media channels. We are still assessing how this market works for us as it is expensive and hard to track the true effectiveness of it.

Freelance or travel-publication specific writers - with an assignment of preparing a vacation destination article for print, broadcast or Internet distribution.

International Visitors — In addition to Canadian visitors, particularly from Alberta, this secondary audience includes group and foreign independent travelers (FIT) predominately in markets serviced by RMI (UK, Germany, France, Italy, Norway, Sweden, Denmark, Finland and Australia) as well as Asia. The region considers international visitors as a secondary market because while there aren't enough funds to aggressively target these markets and we do not participate in RMI programs, Southwest Montana is able to create regional itineraries for group travel and FITs. We will continue to monitor the potential of this secondary market, especially with the outbreak of COVID-19 and it impacts it will have to international travel in the next year.

Film Production/Still Photography — Film production remains a secondary target market due to the budget that would be required to reach such a niche audience. However, when possible, the region works with the Montana Film Office to assist with production in the region. Consumer travelers are increasingly moved by "moving pictures" and therefore the region also focuses secondary marketing

Geographic Focus— Currently the region's top target audiences based on 2019 ITRR data are: Washington State 13%, Idaho 9%, Alberta, Canada 8%, Colorado 8%, California 6%. According to the Arrivalist data, Washington, Idaho and Utah are our top nonresidential visitors.

Psychographic Focus - We focus on history and cultural enthusiasts, outdoor recreationalists, scenic drivers, and experiential travelers. These are all part of the high potential visitors. ITRR 2019

b. What are your emerging markets?

Emerging markets include outdoor recreation enthusiasts, "ghost enthusiasts," Calgary through a sport show, motor cyclers and agritourism.

Optional: Include attachments here.

c. What research supports your target marketing?

Much of our research came from the latest ITRR non-resident research and surveys and the latest Arrivalist information for Southwest Montana on the state Montana Office of Tourism and Business Development. Washington, Idaho, and Utah were identified as some of the state's strongest markets.

Southwest Montana puts their travel guides in Salt Lake City and Idaho Falls which are both along the I-15 highway. They also identified history as a niche market which aligns with our marketing plans.

Southwest Montana Tourism Region strives to attract high-value, low-impact visitors with the potential to increase their length of stay and dollars spent per day as well as to influence repeat visitation in the region. We can accomplish this through the following goals:

- Educate the traveler about the historical, cultural and recreational opportunities within the region throughout the year.

- Inform visitors traveling to and from either Yellowstone and/or Glacier National Parks of the benefits of traveling through Southwest Montana.
- Work with the regions, CVBs, TBIDs and MOTBD to collaborate on funds and programs and projects as an option to increase the leverage of marketing dollars and exposure to our markets.
- Encourage intrastate travel by informing residents of Montana about the abundance of cultural, recreational and historical opportunities this region has to offer.
- Market to regional and statewide areas.
- Continue to disseminate the travel guide, to address "inspiration, orientation, and facilitation."
- Continue distributing the birding brochure to birding enthusiasts.
- Continue distributing the regional map available for "facilitation" among visitors on the ground. Set up a motorcycle trail and map.
- Increase photography and have a means to access photos quickly and easily through a shared photo library system.
- Continue designing our events section for our website.
- Inspire the Canadian traveler by attending the Calgary Adventure Travel Show along with other CVBs in the region.
- Expand on enticing our "ghost enthusiasts" to come to the region.
- Check out the motorcycle / social media tour potential in Southwest Montana.
- Continue to support our small communities and rural corridors through opportunities such as collaborative marketing projects or grant funding.
- Determine how to work with the outfitters and guides to market this segment of our assets.
- Educate Southwest Montana Tourism Region members about the benefits of membership. Look at creating opportunities and partnerships with members/local businesses to stretch the region's marketing budget.
- Work with the University of Montana and Rick Graetz on an affiliation that is content gathering including photos and stories of places in Southwest Montana.

Systemic plan for response to Covid-19

1. Put a hold on some of the projects for FY 20.
2. Start an in-state promotion.
3. Reduce initial budget for FY21.
4. When state opens to out of state visitors resume a scaled-down marketing plan based on budget.

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

Southwest Montana will consider participation in MOTBD's joint ventures depending on how they fit within our budget and target audience. Also, if either a site and/or publication wanted to do a more multi-media campaign we would be interested.

We would like to partner on the state's emerging history market as it has always been a strong market for us.

We would like to work with the state on promoting repeat visitors to our region.

Optional: Include attachment here.

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

We are interested in continuing to partner with Butte, Dillon, and Helena areas to get the most mileage out of our advertising funds.

We will continue our affiliation with Rick Graetz from the University of Montana to expand upon our photos and stories of places in Southwest Montana.

We would like to continue working with our constituents on the regional map and the influencer / FAM programs.

We are interested in participating in cooperative marketing project with Glacier Country, Yellowstone Country, and potentially Central Montana.

We are participating in the Calgary Adventure and Travel Outdoor Show along with Butte and Helena.

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

Southwest Montana has participated in several co-ops with regional partners.

Trip Advisor Advertising— Southwest Montana partners with the state on Trip Advisor. With these pages, Southwest Montana provides regularly updated regional content. Overall performance showed a clickthrough rate of .35% for FY19.

Sojern – This collaboration with the state was successful and helped boost inspiration for Southwest Montana. The campaign’s overall performance included 1,851,430 impressions with a clickthrough rate of .10%.

True West Magazine — We partnered with Southeast Montana and Missouri River Country on this promotion as it was geared toward history and we share a great deal of this among us all.

Crown of the Continent Map and the Greater Yellowstone Geotourism Maps — We had several partners on these projects.

Lewis and Clark Trail — We had many regions and CVBs be a part of this as well as it being a multi-state project.

Southwest Montana participated in one MTOT co-op in FY19 with the Sojern.

We worked with several different partners on the Influencer / Fam tours.

Southwest Montana has partnered with the state parks, the Butte CVB and the Helena TBID to produce a tear-off map of the region. The map highlighted points of interest, state parks, and scenic routes for the traveler. We also had breakout maps of Butte and Helena on the opposite side along with their specific attractions.

The region also supports different community projects through cooperative funds. These projects are evaluated on a first come, first served basis by the board until the funds are depleted.

Optional: Include attachments here.

Optional: Include attachments here. Pie Chart Marketing Methods.pdf

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	Photo/Video Library	We will continue to acquire video and photos in order to provide new content on our website, YouTube, Facebook, and more and also for footage in our advertising campaigns. We are also acquiring and doing seasonal updating of video for our HD Monitors located in 12 areas around the region. We are partnering with the University of Montana for getting photos and stories of the region.	<p>According to YouTube’s statistics, they have 2 billion unique monthly users, over 1 billion hours of video are watched daily on YouTube in over 100 countries in 80 languages. Their average user spends 11:50 minutes on the site and visits 6.7 pages per session, indicating an engaged user base. YouTube is also the world’s second-largest search engine, and second most visited site, after its parent company Google. Research Video marketing.pd</p> <p>Video ads have an average click-through rate (CTR) of 1.84%, the highest click-through rate of all digital ad formats. https://www.invespcro.com/blog/online-video-advertising Of people coming to Southwest Montana 7% used Facebook, 5% used online video, 16% use the Visitmt website, and 7% used another travel website, all use extensive amounts of video.</p>	Our success is measured by obtaining new video and photos for multipurpose uses including website. We want to obtain at least three new videos and have more material for all our UltraHD video monitors in the region. We would like to add 15 more high quality photos to our library. Facebook, YouTube, Twitter, and for our travel guide and advertising. The expected drop in	We need video and photos to educate and engage the travelers of our region. Also, we use video in our advertising and social media. We are wanting to keep the information fresh and build our archive for repurposing.	\$15,000.00	Yes, we met our objective. Yes our strategy was successful and yes, we will do again. We have exceeded our goal in adding video and have added over 25 high quality photos. Please see the attached report for more information.	pc videos and photos.pdf

		<p>ghosts, camping, and birding as well as specific information on Montana and/or Southwest Montana attractions.</p> <p>With the expected reduced income this category will be reduced. Some of the investments in this category are now more appropriately moved to multi-media.</p>	Print Advertising Statistics" David Dobbs).		That Will Surprise You Brandon Stapper November 10, 2018).			
Consumer	Electronic Adv - Newsletter, E-blast	<p>Southwest Montana currently has 16,274 active subscribers on its e-newsletter list. We had an average Click Through Rate of 8.7% in 2019. We maintained an average open rate of 22.5% which is well above the industry average of 13%. We will continue to design and distribute a monthly e-newsletter to highlight attractions and activities through the region</p>	<p>70% of individuals want to learn about products through content rather than through traditional advertising. "Small Business Trends, Digital Advertising Jan. 24, 2017"</p> <p>Average Monthly Open Rate of 22.5%</p> <p>Monthly Subscribers 16,274</p> <p>Average Click Through Rate of 8.7%</p> <p>Communication via email constantly grows. In 2019, over 293.6 billion emails were sent per day. There are 3.7 billion email users; personalization and refreshing your client database is vital</p>	We plan to measure success with the monthly e-newsletter, and measure monthly open rate and monthly subscribers.	<p>Each month, unique e-newsletters were created and distributed to Southwest Montana's growing list of email subscribers and maintained high engagement throughout the year. Each newsletter features images of the region, a welcome message, excerpts from our blog posts, community highlights, video of the region and upcoming events.</p>	\$8,000.00	<p>We met our objective. Our marketing strategy was successful. Yes, we will do again. Please see attached report for more details.</p> <p>Newsletter quick stats • Average Monthly Open Rate of 23% • Average Monthly Subscribers 17,525</p>	pc monthly newsletters.pdf
Consumer	Webpage Marketing/SEO/SEM	<p>When it comes to driving traffic to our site, we use a combination of paid and organic advertising, and we plan to continue this moving forward. Because of the overwhelming amount of search traffic on platforms like Google, we see the incredible value of search advertising. In addition, it is imperative that we improve our organic reach by making continuous and incremental updates to the site in order to improve our organic ranking. We will also use paid social marketing on platforms like Facebook and Instagram to reach new and existing followers. With improved ranking (both paid and organic) we will be able to reach a larger audience and drive traffic to SouthwestMT.com</p>	<p>As of February 2020, 92.07% of people use Google as a search engine. Bing is 2.44% and Yahoo is 1.62%. These numbers shift slightly when narrowed to the U.S. with 88.24% using Google, 6.43% Bing, and 3.61% on Yahoo. There are over 79,000 searches on Google every second, making it an incredibly important platform to consider for both paid and organic search traffic. A SmartInsights Study found the following click through rates: first result 36.4%, second result 12.5%, and third result 9.5%, decreasing rapidly from there. If you're not at the top of Google search results, you are missing out significant potential traffic.</p>	We are continuously monitoring our Google Analytics acquisition report and plan to see an increase of 4% of clicks to our website.	<p>The more searches for which we can get our content to appear at the top of the results, the more likely users are to click through to our site content. Both Google Adwords and on site optimization are great ways to help us get there for keyword searches.</p>	\$6,000.00	<p>Yes, we met our objective. Yes, our strategy was successful and yes, we will do again.</p> <p>We have seen good year-to-date growth across the board in terms of users. Google Analytics shows there has been a 48.39% increase in users, a 45.65% increase in number of sessions, and a 36.19% increase in pageviews.</p> <p>The referral traffic increased by 118% from FY20 to FY21, the majority of this traffic coming from VisitMT.com.</p> <p>Please see attached report.</p>	pc website.pdf
		<p>We constantly update content on our website in order to stay relevant. We will continue to add website updates, enhancements and new content. We will also continue with search</p>			<p>Based on the supporting research/statistics, it is vital to the region to keep the website up-to-date in order to help potential visitors</p>		<p>Yes, we met our objective. Yes, our strategy was successful and yes, we will do again. Our website is constantly updated with the latest information, new photos, videos, and maps. It includes our partners throughout the region, lodging listings, and all kinds of attractions and travel information. Please see attached for expanded information.</p>	

Consumer	Website/Internet Development/Updates	<p>engine optimization. We are currently partnering with Central Montana on an event program that will better showcase our events in the region.</p> <p>IF we can secure the funds for 2020-2021, we will continue with the complete redesign of SouthwestMT.com. The redesign will hold the user experience at the forefront and include enhanced features as well as an improved look and feel. This redesign may include things such as user personalization, improved navigation, blog integration throughout the site, enhanced mapping capabilities, and localization of key pages for our international audience.</p>	<p>There are 4.54 billion Internet users in the world according to 2019 statistics. This is compared to 34.1 billion Internet users in 2018 and about 3.7 billion Internet users in late 2017.</p>	<p>We plan to measure success by increasing the traffic to our website by 2%.</p>	<p>with the orientation and facilitation portion of their travel planning.</p> <p>We look forward to providing users with a high-quality experience as they search for and find relevant travel information for the Southwest Montana region. Making these functionality enhancements will allow us to get better and more relevant content in front of the correct audience, thus increasing the likelihood that they spend time exploring our region.</p>	\$25,000.00	<p>Website audience</p> <ul style="list-style-type: none"> We have seen good year-to-date growth across the board in terms of users. There has been a 48.39% increase in users, a 45.65% increase in number of sessions, and a 36.19% increase in pageviews. The bulk of our traffic continues to come from the United States (93%), while 1% comes from China, 1% from Canada, and the remaining 5% from other countries. The traffic from the U.S. comes primarily from Montana, Utah, Washington, California, and Idaho. The percentage of visitors using mobile devices continues to grow, and mobile traffic has far surpassed desktop traffic to SouthwestMT.com, mobile traffic now sits at 59.51% of total traffic. We tend to attract an older demographic, with 38% of traffic being over the age of 55, 33% between 35 and 55, and 29% under 35. Our audience continues to skew slightly female, but only slightly (51.4%). 	pc website.pdf
Consumer	Social Media	<p>Social media and peer reviews are an integral part of the travel planning process. Southwest Montana manages Facebook, Twitter, Instagram, YouTube and a blog. To maintain a follower base, we need to continue updating content on these social sites and interacting and engaging with our followers.</p>	<p>People spend an average of 144 minutes per day on social media networks. Around 3.8 billion people use social media, that's over half of the world's population! Facebook shows the most powerful social media with 69% of US adults using this platform. The popularity of this platform is falling with Gen Z, but it remains an important channel to communicating with our target demographic.</p>	<p>Our goal is to have an increase in fan base by 4%. We plan to measure success through the increased number of fans and interactions on Facebook, Twitter, and Instagram.</p>	<p>Social media is a well-used travel-planning tool. Travelers rely on peer reviews from not only third-party websites (such as Trip Advisor) but directly from their own social networks.</p>	\$13,000.00	<p>Yes, we met our objective. Yes, our strategy was successful and yes, we will do again. We exceeded our goals in every category. The largest increase was in the blog stats with a smashing 156.02% increase and a whopping 2:26 reading time. Please see attached report.</p> <p>Quick Blog Stats:</p> <p>Google Analytics tracking was placed on the blog in August of 2017. These statistics compare July 1, 2020 – June 30, 2021 to July 1, 2019 – June 20, 2020.</p> <ul style="list-style-type: none"> We saw a 156.02% increase in page views to the blog (65,491 vs 25,580). Average time spent on blog pages increased slightly, by 7.4% from 02:16 to 02:26. <p>Social media is another way to reach more people interest in coming to Southwest Montana. The pictures and teaser lines as well as blog posts stimulate interest in the region. It is a great part of our marketing plan.</p>	pc social media.pdf
		<p>By attending the Canadian Travel and Adventure Show we plan to entice the Canadian</p>	<p>In 2019, the Calgary Travel Show had 13,600</p>	<p>Since the 2020 Calgary Travel Show</p>	<p>We know from past experience the participants at the show are devoted to outdoor adventure and they are great travel enthusiasts. Many are interested in the Lewis and Clark Caverns, scenic drives, and</p>		<p>Due to COVID-19 the Adventure Show was cancelled and therefore we were not able to</p>	

Consumer	Travel/Trade Shows	<p>traveler to come to Southwest Montana. We will have a large display of the Southwest Montana regional map and we plan to give out travel guides, regional maps, birding brochures and other literature.</p>	<p>people attend. Most everyone who came to our booth picked up literature and almost all looked at our large map display. In 2019, Canadian Travelers represented the 4th largest group to Southwest Montana at 7%. ITRR Interactive Report</p>	<p>was cancelled, our lofty for 2021 plan will be to maintain the Canadian Travel at 7%.</p>	<p>traveling to Yellowstone Park. We have our Helena and Butte partners from Southwest Montana at the show and feel that we can make a great presence for the region. Our presence will add depth to those places as well as all of Southwest Montana and especially those along the I-15 border.</p>	\$500.00	<p>attend. Although the method was not successful in FY21, the strategy is usually successful, therefore we will do again. The funds spent were non-refundable reservation/deposit fees for our booth, they will be credited for next show we are able to attend. Our booth cost has already been paid and will carry over to the next show.</p>	
Consumer	Printed Material	<p>We will continue to produce the travel guide. It is distributed to individuals interested in traveling to and within the region. We also distribute our regional maps and birding brochures. We will look at a potential motorcycle adventure map.</p>	<p>"Custom print magazines will make a resurgence as a premium content delivery channel due to decreased print competition and a desire by audiences to re-connect with tangible, high quality publications that offer deep content expertise that fills their needs, surprises and delights them." "All Business, Your Small Business Advantage" allbusiness.com</p> <p>85% of people decide on activities after they reach their destination. Aaron Nissen, Digital Marketing Strategist; Governor's Conference on Tourism and Recreation, Big Sky Resort 2018</p> <p>Southwest Montana puts their travel guides all over Montana, and also in Idaho, Washington, and Utah. According to Arrivalists, Montana, Idaho, Washington, and Utah are our top states by arrivals. Arrivalists 2019</p> <p>In 2019, 12% of Southwest Montana visitors used the brochure information racks and 9% of visitors used regional Montana travel guides. ITRR</p>	<p>Because of the Covide-19, we feel that success in this category would be to match our collections with the 2019 numbers. in bed tax and by having a 99% distribution of our travel guide. We will also continue to monitor data from the ITRR, overall requests from the call center and online website visits.</p>	<p>Provide a brief rationale for this method:</p> <p>Southwest Montana has many towns, attractions, and outdoor activities which make the travel guide one of the best ways to educate travelers of all these benefits in the region. Brochures, maps and travel guides are the #1 in-market influence. (Bentley University) 70% of tourist pick up brochures in-market. Bentley University)</p> <p>Birding is increasing every year and we find that our brochures are in great demand for the serious birder. Our supplies are running low and we will look at doing a reprint. Our regional maps have been partnered with Helena and Butte and we have made them foldable for our next print. They are gaining popularity and are easy to handle.</p>	\$67,800.00	<p>Yes, we met our objective to produce and distribute printed promotional materials; our strategy was successful and we will continue this method. We produced 130,000 travel guidea. All requests for travel guides, motorcycle maps and tear-off maps were delivered. We printed 20,000 birding brochures that were updated with new artwork; 2500 Tear-off maps, and we printed 2,500 motorcycle maps. These were delivered at the brochure exchanges, outlets, and at the BMW Rally and also sent out per requests. See attached printed artwork.</p> <p>We have distributed all (100%) of our travel guides by the time we print our next travel guide. Due to Covid, our bed tax numbers are not up over 2019 numbers. We were down 3%.</p> <p>Please see attached report for a visual of our printed materials. We find that many people like to have printed material in their hands. These pieces have longevity and really give an overview of the whole region. We feel that the travel guide is our most valuable advertising piece.</p> <p>We were successful at fulfilling all requests. See fulfillment report.</p>	<p>pc printed materials.pdf</p>

Consumer	Joint Ventures	<p>We will evaluate projects that we can partner with MTOTBD, other regions/ CVBs/ TBIDs and members to further stretch the region's marketing dollars on projects. Depending on funding and demand, we will consider partnering on the Greater Yellowstone and the Crown of the Continent Nat Geo Maps, National Park Lewis and Clark Brochure and website, Sojern, and the Accommodations Guide. If an opportunity presents itself to partner with Glacier and Yellowstone regional partners, we are interested in participating. Also, we are hoping to do a joint venture with the state niche market of history. Much of this depends on the available funds.</p>	<p>Our Sojern click through rates for FY 2020 so far are at .14% and our Trip Advisor rates are at .11% FY20. We did a joint venture on the Crown of the Continent Nat Geo Map that has a print of 100,000 maps. The requests for these have increased every year and since 2008 over one million have been given out. For the National Parks Lewis and Clark brochures and website project, our requests for Lewis and Clark information is now the third most requested information at our call center. The Greater Yellowstone Map is well distributed at our Lima Rest Stop.</p>	<p>We will do three joint ventures: Lewis and Clark Multi-media projec, Crown of the Continent, We will measure Lewis and Clark by visitor traffic, Crown of the Continent Map by distribution, and Sojern by click-through rates.</p>	<p>MTOTBD's online cooperative programs in the past have provided the region an affordable option to reach certain demographic and geographic target audiences. Our other joint ventures are ways to support travel to the outdoor recreation and partnerships in a few different arenas.</p>	\$5,000.00	<p>Yes, we met our objective. Yes, our strategy was successful. Yes, we will do again.</p> <p>We did a Lewis and Clark multi-media joint venture along with the Crown of the Continent Map and Sojern Digital. Sojern information is in a attachment at the bottom.</p> <p>The Lewis and Clark Brochure has done well for us and Lewis and Clark is now third on our list for inquiries at the call center. Lewis and Clark Trail and visitor traffic to this program's website...and to the four Montana auto tour pages increased significantly. According to Google Analytics, Southwest Montana's auto tour page (https://experiencelewisandclark.travel/southwest-montana/) had a 395% increase in visitors over 2020.</p> <p>There were a total of 11,935 internet visitor views of pages with Southwest Montana content and links in 2021.</p> <p>FY21 Map Stats/2021 Stats</p> <p>Crown of the Continent 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 & 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>Sojern Programmatic • Digital banner ads targeted to users on a national level to those interested in travel to Montana • Placement: May – June • 1,708,127 impressions • 1,277 clicks • 0.07% click-through rate • \$7.83 cost-per-click</p>	<p>Joint Venture Lewis and Clark Brochure.pdf</p>
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Consumer	Opportunity Marketing	Southwest Montana puts funds in Opportunity Marketing for options that might become available at a later date. We also work with a rural community to help them with a marketing project which we will do if more funds become available.	The research that we have already done for other segments will apply toward this.	Will be determined at the time of the projects. We will look at increases to our website and click through rates where they apply.	Not all options for marketing are available at our annual budgeting time. These funds will be used for any unforeseen projects or will be applied to an existing project if a need should arise. If funds are available, we will plan on partnering with a community or corridor to help them get a base for marketing projects.	\$2,001.00	Because of Covid we decided to wait on this category. Yes, we will do again. We plan to do more for the next fiscal year.	
Consumer	Billboards/Out-of-Home	We would like to keep this marketing segment open as we have discussed it in the past and see that it might be a viable option. We did gas stations videos in a variety of places throughout the region.	Billboard advertising statistics noted that 38% of drivers stop at an establishment that they saw advertised on a billboard at some point during their ride home, but even more staggering is that 24% stopped at the establishment immediately. The Global Billboard Advertising Statistics and Dynamics	We would like to have gas station video in at least four different areas around the region with at least 100,000 videos impression shown.	We have found that billboards are the main source of turning traffic to several of our attractions including Tizer Gardens, Grant Kohrs Ranch, and an Antique Store. Tizer Gardens questions and records everyone, every day, and every year that comes to their attraction. Year after year the number one advertising that brings people to Tizer is billboards. Verbal research done with the Prison Museums and the local antique store said the same thing.	\$1.00	Yes, we met our objective. Yes, our strategy was successful and yes, we will consider doing again. Gas Station TV •:15 video across 21 gas stations from YNP to GNP •Missoula, Billings, Butte-Bozeman DMAs •264 total screens for 14 weeks 524,866 impressions This option was a way to entice visitors to Southwest Montana while they were already in Montana.	pc Out of Home.pdf
Consumer	Multi-Media Marketing	This segment will include funds for multimedia projects that have both a print and digital component, such as a print advertisement with an additional digital banner and/or leads. Examples of this will include an advertisement in both the print and online versions of <i>Yellowstone Journal</i> or <i>True West</i> . We may add additional projects as the	Online research tells us that taking advantage of a multimedia advertisement opportunity can be more cost effective and allows us to reach out to different audience demographics. Younger generations can be reached on digital platforms, while some of our older target demographics might prefer a more traditional medium. Print advertising alone can range from \$500 to \$20,000, but we get more for our investment if a lower-cost digital component is also included. A digital component also allows us to more easily monitor and track campaign success. https://www.advertisemint.com/top-6-benefits-of-digital-advertising/ ,	We plan to track engagement such as impressions and CTR for digital components as well as circulation for the print portions of these opportunities. We also hope to see an	From a work-flow perspective, utilizing this method will allow us to take advantage of advertising opportunities that include both a print and digital component without needing to break down print and digital costs separately. In addition, we feel it is always advantageous to participate in advertising opportunities that include a digital component because it is easier to track	\$10,000.00	Yes, we met our objective. Yes, our strategy was successful and yes, we will do again. Yellowstone Journal: •337,881 total impressions •2,104 clicks •0.62% click-through rate True West: •101,242 impressions •410 total clicks (161 banner; 249 email) •0.40% click-through-rate; \$4.39 cost per click	pc Multimedia-and-Digital_SWMT_FY21.pdf

		opportunity arises and if additional funds become available.	https://smallbusiness.chron.com/advantages-disadvantages-advertising-internet-4029.html	increase in traffic on website pages that are linked to these campaigns.	engagement with impressions and click-through rates. This also allows us to serve a similar message to two potentially different audiences, some of which may prefer a more traditional medium as opposed to web.		More detail is available in the attached report. We like to do the multi-media marketing as it is a well-rounded form of advertising and tends to give us a great deal for the cost of the projects.	
Consumer	Ad Agency Services	We will continue to utilize the services and expertise of Windfall Inc., our current agency of record. We plan to collaborate with them on marketing strategy, print materials, media buys, and other projects they may recommend that are in line with our marketing goals. These funds will be set aside to pay for hourly agency services, which are billed separately from the hard costs of the physical projects such as print materials or media buys.	Online sources show that hiring a creative agency can save our organization time and money on things like payroll taxes, software tools and employee benefits. The average salary for a marketing manager, for example, can be upwards of \$120,000 a year (https://46mile.com/5-reasons-why-you-should-hire-an-advertising-agency/). Using a creative agency gives us access to specialized knowledge and resources, as well as up-to-date information on the latest advertising channels—something that is constantly changing and can be difficult to keep up with in-house (https://www.hortongroup.com/blog/benefits-hiring-advertising-agency).	We will ask for in-depth reporting on their hours worked so we can monitor project success and the effectiveness of this partnership. We will also monitor the success of projects the agency has completed for us through media plans, impressions, click-through rates and print circulation.	Collaborating with a team of experts with a strong background in destination marketing will increase the number of creative minds working on our team and therefore our ability to promote our destination. In addition, using the services of an ad agency saves us money on payroll and frees up time that we would otherwise be spending on creating and running advertising campaigns. Finally, the agency has more advertising connections and buying power than us as an individual organization, giving us a greater return on our investment for media buys.	\$23,000.00	Yes, we met our objective. Yes, our strategy was successful and yes, we will do again. All hours are accounted for and all projects we did were successful. All information is available in the project completions and hours tracking is attached to payments. Services paid for include creative services, account management, ad placements and monitoring; account management and creative for printed materials, marketing plan development, project evaluations, social media placements and tracking, and gas station video makeups and placements.	
Film	Photo/Video Library	Get small clips of the of the towns in Southwest Montana for use for filming and photo projects for MTOBD to use for submission to film projects. Make an inventory of props and astians that might be of interest to the film industry.	When a movie or television show shoots on location, it brings jobs, revenue, and related infrastructure development, providing an immediate boost to the local economy. "Our industry pays out 49 bukkuib oer yteat to more than 280,000 businesse, small towns across the country-and the industry itself is comprised of more than 93,000 businesses, 87 percent of which employ fewer tahan 10 people. As much as \$250,000 can be injected into the local economies per day when a film shoots onlocation. In some cases popular films and television shows can also boost tourism." Driving Economic Growth / Motion Picture Association (motionpictures.org)	Capture four videos of towns to have available for MOTBD to use for potential film and photo projects. This will be an ongoing project for 2-3 years.	When film production companies contact the MOTBD Film Office, they need information immediately. Our plan is to have a database of Southwest Montana towns, locations, props and artisans available to them that they have our resources at their fingertips.	\$15,000.00	No, we did not meet our objective. We will do this strategy again. It was not successful because we didn't do the project. This project was put on hold to work with MOTBD for the next fiscal year.	
		We use Certified Folder to distribute our travel guides in brochure racks and in certain rest areas around the state as well as to Eastern Washington, Coeur d'Alene area, Idaho Falls, and Salt Lake City. They also do instate delivery of our birding	Over 50% of US Travelers consult printed materials while making decisions. "Your Printed Visitor Guide can be a Marketing Machine: by Camille Leonard, posted June 6,	We will measure our success by completing 100% of all requests and 100% reporting of calls, emails, reader service, and	The traveler is not as familiar with our region and doesn't know what specifically to ask for. With our travel guides out and available as much as possible		Yes, we met our objective, we were successful and we will do again. See attached report of monthly and year total of requests by type and number fulfilled. We distributed 9583 travel guides. We don't have the time in our office to	

Marketing Support	Fulfillment/Telemarketing/Call Center	brochures but for now we will hold up on this unless we receive more funds than planned. We use Corporate Cost Control to connect with travelers through the call center. They have also helped make up itineraries for travelers, send out guides for leads that we get, and from inquiries from our website.	2017. 74% of consumers identify word-of-mouth as a key influencer in their purchasing decision. [Ogilvy/Google/TNS] 56% of B2B purchasers look to offline word-of-mouth as a source of information and advice, and this number jumps to 88% when online word-of-mouth sources are included. [BaseOne	mail or faxed requests. We will track the number of travel guides that are given out and the total interests in attractions and activities that are requested.	and the call center influencing travelers, we are able to make it easier for them to obtain this information as they travel in the region or to encourage them to come back to Montana.	\$66,754.00	directly answer travel related calls and to send out all the travel guides. The call center does a great job at realying information on Southwest Montana, and on fulfilling travel guide requests. They also do a great job reporting on all activity.	Telemarketing Calendar Year 2021 (003).pdf
Marketing Support	TAC/Governor's Conference meetings	This money is used for attending TAC and Governor's Conference meetings and any marketing meetings we attend.	The meetings further our understanding of tourism trends, opportunities, and issues. We are able to obtain the opportunities and challenges that are affecting us and share ideas and experiences that can make us better ambassadors for tourism.	By attending 100% of the TAC meetings.	Through experience and past engagement for the TAC; the meetings are used for training, professional development and for efficient transfers of information. The information is used to further our understanding of best marketing practices and greater awareness of current trends and issues.	\$1,000.00	Yes, we met our objective. Yes, the marketing strategy and method was successful. Yes, we will do again. Due to the COVID-19 we did have virtual meetings and that worked for us. The annual Montana Governor's Conferenc on Tourism and Recreation was cancelled. The executive director attending the required quarterly TAC meetings in person and virtually. These meetings are a great way to collaborate on the industry and on our individual projects. It is important to keep connected and informed on the latest trends, happening, issues, and on the professionals in the field.	
Marketing Support	Marketing Plan Development	The Marketing Plan defines the goals and objectives of Southwest Montana in the next fiscal year.	Statistics show that documenting your strategies gives you a 538 percent greater chance of being successful in your efforts. A report from Content Marketing Institute revealed that the majority of B2B marketers rely on content marketing strategies for their results—89 percent, to be exact. Clear Goals Improve Chances of Success Marketers who set goals have a 429 percent greater chance of reporting successful campaigns, and 81 percent achieve their goals. Setting clear goals is one of the most difficult tasks for marketers, but this work pays off. 4 Facts You Must Know Before Creating Your 2018 Marketing Plan Authors: Anja Skrba	We plan to measure success by engaging help from professional organizations and getting approval from the TAC.	A marketing plan allows an organization to take a strategic look at its marketing dollars and how best to distribute those funds over the course of the year.	\$800.00	Yes, we did meet our objective that we did get our plan approved by the TAC. That strategy was successful. We engaged the help of our professional organizations for developing our marketing plan. They are fully educated on the different categories and what is reasonable for goals and metrics. With the volume of information that is needed, their assistance is a huge part of our success.	
Marketing Support	Administration	Administration includes personnel, rent, office supplies and basic needs to run an office.	Administrative support makes it easier for a company to run smoothly without any issues whatsoever and it is important to the development of the brand that it is attached with. An administrative support provides business with an enhanced communication system so other departments can run smoothly. admin 0 Administrative service, Blog 5 Reasons Why Your Business Needs Administrative Support	By staying within the 20% of the budget per the rules and regulations.	The director is responsible for the daily activities as well as the annual cycle of the business.	\$62,000.00	Yes, we met our objective, yes we were successful and yes, we will do again. We stayed within the budget for administration. Funds were spent on payroll, rent, travel, office supplies, postage, telephone, internet and software. It is essential to have administration to fulfill the rest of the projects and the requirements put forth by the rules and regulations.	
							Yes, we met our objective. Yes, our strategy was successful and yes, we will do again. We did coopertive marketing with several	

Marketing Support	Cooperative Marketing	Southwest Montana offers cooperative marketing to qualifying nonprofit organizations in the region. The funds are used to help stretch the marketing dollar of these entities.	<p>Benefits of creating partnership brand marketing programs include:</p> <ul style="list-style-type: none"> • Broadens the reach of a company's target audience • Increases marketing exposure • Extends its marketing budget • Broadens the scope and purpose of marketing strategy, allowing a company to market in a variety of new ways • Saves money • Help in gaining new customers in new market segments <p>How Strategic Partnership Brand Marketing Can Boost Business Posted on July 15, 2011 by Leeanne Lowe</p>	We plan to do seven cooperative marketing projects with our partners in the region.	When our cities and attractions can market their businesses, it helps to bring in tourists. This is a benefit to the whole state.	\$6,000.00	<p>partners including Anaconda, Boulder, Jefferson County, Lincoln Chamber, Lincoln Sculptures in the Wild, and the Powell County Chamber. Please see the attached document for more information.</p> <p>Anaconda Brochure Distribution – brochure distributed by Certified Folder.</p> <p>Anaconda Local Development – Anaconda Quick Guide</p> <p>Boulder Brochure Delivery</p> <p>Jefferson County –brochure</p> <p>Lincoln Chamber – brochure print</p> <p>Lincoln Sculptures in the Wild – brochure print</p> <p>Powell County Brochure print and brochure distribution</p> <p>Southwest Montana likes to have these cooperative marketing projects with the region and particularly in the rural communities. We feel that this is a great way to help the rural areas in the region. All projects were important for each community and they were all successful. All projects listed were completed and each county had an increase in bed tax this summer.</p>	pc cooperative marketing.pdf
Marketing Support	Outreach	Voices of Tourism educates the public on the benefits of tourism to our region and to Montana.	Developing successful relationships is critical to our success in both our personal and professional lives. <i>The Power of Understanding People</i> shows you how to establish and develop extremely effective relationships by providing you with techniques to better identify and understand the intrinsic needs of others. As a result, you will achieve better team dynamics, increased sales and client satisfaction, higher levels of employee engagement and performance, and even more satisfying marriages and friendships. <i>The Power of Understanding People: The Key to Strengthening Relationships, Increasing Sales, and Enhancing Organizational Performance</i> Dave Mitchell	By the amount of exposure Voices of Tourism is able to generate.	Voices of Tourism provides data and information to the public on Montana tourism. It would be difficult for each of us to do this individually with our time constraints.	\$1,500.00	<p>Yes, we met our objective. Yes, our strategy was successful and yes, we will do again.</p> <p>Voices of Tourism utilized digital media to communicate industry updates and events to stakeholder group of 460. Also maintained social media channels across Facebook and Twitter. Hosted 8 community business education roundtables bringing together business leaders and policy makers. Starting in early 2021, hosted weekly outreach and education meetings bringing together over 100 partners. Provided educational programs illustrating the value of the visitor upon request.</p>	pc Voices of Montana Tourism.pdf
Marketing Support	Marketing/Publicity Personnel	Southwest Montana may use funds outside of administration to apply toward marketing and or publicity.	The success of our previous online campaigns offer promising supporting research and statistics. Our FY19 consumer placements—which included yielded 2,991,179 digital impressions with an average click-through rate (CTR) of .20%.	We plan to use publicity / marketing position if needed.	We will at times do a publicity push such as we are right now with out "Dig the Distance. Dig the View" campaign. We coordinate social media and website information to coincide with the message we are sending out to our potential visitors.	\$1.00	Yes we met our objective - to use this category if needed - we didn't need it this year. Yes, we will do again next year so we have this in place should the need arise.	Job Description Publicity Marketing Personnel.docx
		In addition to the PR efforts by the Montana Office of Tourism, Southwest Montana also	It might be hard to believe, but 92% of	We will have a front-line tour for Big			Yes, we did meet our objective. Yes, our method was successful but was impacted by the virus as	

Publicity	Press Promotions/Media Outreach	solicits targeted editors, journalists and social media influencers to write about the region. We also respond to reactive press requests website, social media, direct calls to our PR agency and through MTOTB. Southwest Montana plans to work with MTOT and others as requested for press trip assistance in our region.	consumers trust influencers more than they would an advertisement or a celebrity endorsement. The use of influencer content is a good way around the issue of ad blocking software, too. 10 Stats That Will Make You Rethink Digital PR Word-of-mouth has been shown to improve marketing effectiveness by up to 54%. [MarketShare] Over 90% of marketers who employ an influencer marketing strategy in social media believe it is successful. " 2018 Cyber Security Stats & Facts"	Sky employees of Virginia City. We would like frontline employees to tour Virginia City / Nevada City and get familiar with what all is offered in these two attractions.	We find that the more our neighboring areas are familiar with attractions in our region; the more likely they will send their travelers to Southwest Montana.	\$2,000.00	not as many frontline people could get away as we had hoped. Yes, we will do again. We plan to do more in this category for the next fiscal year. This frontline tour was well received and all the participants had fun. Virginia City welcomed the participants and helped them to get a real feel for all the activities between Virginia City and Nevada City. We will do this again next year for another town. The participant list and the itinerary are attached.	pc frontline tour.pdf
						\$335,607.00		

Marketing Method Evaluation Attachments

- Attachment 1 pc -Joint venture_SWMT_FY21.pdf
- Attachment 2 Crown of Continent Map.pdf
- Attachment 3 pc website front page.pdf
- Attachment 4 Newsletter Links.pdf
- Attachment 5 SWMT FY21 pie chart.xlsx
- Attachment 6 pc Windfall Hours.pdf
- Attachment 7
- Attachment 8
- Attachment 9
- Attachment 10

Marketing Method Budget

Marketing Segment	Marketing Method	Bed tax funded budget	Non bed tax funded budget (optional)
Consumer	Social Media	\$21,000.00	\$0.00
Consumer	Website/Internet Development/Updates	\$41,659.00	\$0.00
Consumer	Print Advertising	\$13,250.00	\$0.00
Consumer	Multi-Media Marketing	\$20,263.00	\$0.00
Consumer	Online/Digital Advertising	\$8,000.00	\$0.00
Consumer	Ad Agency Services	\$29,125.00	\$0.00
Consumer	Photo/Video Library	\$20,000.00	\$0.00
Consumer	Electronic Adv - Newsletter, E-blast	\$10,000.00	\$0.00
Consumer	Printed Material	\$92,390.00	\$0.00
Consumer	Travel/Trade Shows	\$3,500.00	\$0.00

Consumer	Joint Ventures	\$25,000.00	\$0.00
Consumer	Billboards/Out-of-Home	\$15,001.00	\$0.00
Consumer	Search Engine Marketing	\$10,000.00	\$0.00
Consumer	Opportunity Marketing	\$3,001.00	\$0.00
		\$312,189.00	\$0.00
Film	Photo/Video Library	\$15,000.00	\$0.00
		\$15,000.00	\$0.00
Marketing Support	Fulfillment/Telemarketing/Call Center	\$81,794.00	\$0.00
Marketing Support	Marketing Plan Development	\$2,000.00	\$0.00
Marketing Support	Administration	\$67,679.00	\$0.00
Marketing Support	Cooperative Marketing	\$12,000.00	\$0.00
Marketing Support	Marketing/Publicity Personnel	\$1.00	\$0.00
Marketing Support	TAC/Governor's Conference meetings	\$1,000.00	\$0.00
Marketing Support	Outreach	\$2,000.00	\$0.00
		\$166,474.00	\$0.00
Publicity	Press Promotions/Media Outreach	\$8,000.00	\$0.00
		\$8,000.00	\$0.00
		\$501,663.00	\$0.00

Miscellaneous Attachments

Description	File Name	File Size
FY21 Pie Chart by Segment	Pie Chart Marketing Methods.xlsx	17 KB

Reg/CVB Required Documents

Description	File Name	File Size
FY21 Require Documents	Required documents FY21 SWMT Signed Digitally by MP.doc	64 KB

