



Grant Details

108656 - FY22 Region/CVB Marketing Plan

113958 - FY 22 Glacier Country Marketing Plan

DOC Office of Tourism

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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?

Economic Recovery

We know this is a challenging time for Montana's economy. With the experience and preparedness of global, national and state agencies, we are working hard to be responsive to immediate needs and looking to the future to ensure we have a plan to help mitigate the negative impacts we may experience and drive a healthy sustainable recovery.

Destination marketing and management promotes a community as an attractive travel destination and enhances its public image as a dynamic place to live, work and play. Through the impact of travel, destination marketing organizations strengthen the economic position of and provide opportunity for people in our community. Such organizations are essential to the economic and social well-being of the communities we represent. Destination marketing organizations will be critical to our global recovery—driving direct economic impact through the visitor economy and fueling recovery and development across the entire economic spectrum.

We are monitoring very closely what is happening not only within Montana but also across the globe, allowing us to strategize and be ready to launch effective paid media campaigns, webpage marketing, direct email marketing, social media, B2B and earned media as consumer travel confidence continues to recover. Our consumer target market began with the residents of Montana in 2020. Since then, we have expanded to healthy drive markets within a 600-mile radius of Glacier Country with supplemental key markets with direct flights to and from Glacier Park International and Missoula airports. Our goal is to lead with efforts that will allow us the strongest start and then stabilize and sustain.

We will work with international, state, community and business partners to promote the region as safe and open for business.

We will work with media (influencers and traditional media) to plan trips to Western Montana when appropriate.

We will promote Western Montana to meeting planners who are looking to meet in locations with wide-open spaces.

We will continue to offer our visitor information center grant and cooperative marketing grant programs and provide customer service trainings throughout our region.

ABOUT WESTERN MONTANA'S GLACIER COUNTRY

Glacier Country is an extraordinary place of exquisite landscapes, small-town charm, rich history and world-class recreation. Nine scenic travel corridors and 75+ communities make for authentic western experiences and unforgettable adventures. The region is anchored by the Crown of the Continent—Glacier National Park—boasting one million acres of jaw-dropping terrain and the famous Going-to-the-Sun Road.

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
- Two major airports
- Average February temperatures: High of 39 degrees Fahrenheit and low of 31 degrees Fahrenheit
- Average July temperatures: High of 84 degrees Fahrenheit and low of 51 degrees Fahrenheit
- Tribal Nations: 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, but not arrogant.
- We are genuine, but 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 and wide-open spaces.

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
- Mission Mountains Wilderness
- Rattlesnake National Recreation Area & Wilderness
- Kootenai National Forest
- Lolo National Forest
- Flathead National Forest
- Flathead Lake
- 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*

- Agricultural experiences

- American Indian culture
- 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
- Stargazing

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

*Direct or indirect impacts related to COVID-19

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)
- Hockaday Museum (Kalispell)
- Libby Dam (Libby)
- St. Mary Mission (Stevensville)
- Montana Museum of Art and Culture (Missoula)
- Route of the Hiawatha (De Borgia)
- Three Chiefs Cultural Center (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 Esiyapqeyni 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)

All live events have been directly impacted due to COVID-19.

COMMUNITY OUTREACH PROGRAM

Glacier Country Tourism has implemented a Community Relations and Outreach Plan to build public support around a shared vision for the destination—balance economic development, sustainable tourism and quality of life. As a regional tourism bureau covering an area the size of many states, brand marketing and partnership development have both 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 we measure our success with qualitative and quantitative metrics.

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.

Our marketing plan implemented in FY 2020, began with educating our communities about destination marketing and management and how it is essential to the economic and social well-being of the communities within the Glacier Country region, driving direct economic impact through the visitor economy and fueling development across the entire economic spectrum by creating familiarity, attracting decision-makers, sustaining air service and improving the quality of life in a place.

RURAL CORRIDOR DESTINATION MARKETING PLAN

Glacier Country Tourism's strategic rural corridor marketing plan is specific to the nine travel corridors where our smaller communities are located.

The Glacier Country Tourism team will schedule at least one focused event per year in each corridor that will include meeting with community members and gathering content for promotion efforts. 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 has a rural cooperative grant match program open to qualifying nonprofit organizations.

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, Bigfork
- 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, Heart Butte, St. Mary, Babb
- Glacier National Park Surrounding Area: Babb, Columbia Falls, Coram, East Glacier Park, Essex, Hungry Horse, Martin City, Polebridge, St. Mary, West Glacier

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 and 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 just a couple.

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 (see attached marketing plan for challenge descriptions)

1. Balancing the safety of our communities and economic recovery*
2. Airline challenges*
3. Changing landscape
4. Crisis management, outreach and traveler education (global pandemic, wildland fire and smoke)
5. Economy*
6. Emerging markets*
7. Glacier National Park and public lands infrastructure and maintenance issues*
8. International issues*
9. Market competition*
10. 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)*
11. Perception of Glacier National Park being closed when the Going-to-the-Sun Road isn't open in its entirety
12. Perception of remote location*
13. Public transportation
14. Shared economy accommodations
15. Technology – algorithms for social media and search engines, broadband infrastructure and Wi-Fi
16. Federal government closures
17. Federal and Tribal land closures*
18. Destination marketing and management funding*
19. Destination marketing and management organization awareness*
20. Weather
21. Workforce challenges (higher education perspective and perception) *
22. Equity, diversity and inclusivity
23. Diminishing resident sentiment toward tourism*
24. Recreate responsibly*

*Direct or indirect impacts related to COVID-19

GLACIER COUNTRY TOURISM FULLY INTEGRATES THE MONTANA BRAND

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

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

Describe your destination.

According to the Preliminary 2019 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 nonresident travelers spending an estimated \$3.76 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, welcoming communities 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_FY22_FINAL.pdf

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

GEOGRAPHIC TARGETS

- California (Los Angeles, San Francisco, San Diego, San Jose, Orange County)
- Washington (Seattle)
- Illinois (Chicago)
- Oregon (Portland)
- Minnesota (Minneapolis)
- Texas (Houston and Dallas)
- New York City
- North Carolina (Charlotte)
- International

REGIONAL DRIVE TARGET MARKETS

(all geographic areas within 600 miles of Glacier Country)

- Spokane/Coeur d'Alene
- Idaho/Wyoming drive markets
- Alberta, Canada
- Montana, with messaging that focuses on recreating responsibly and being good hosts and stewards of our destination.

OTHER TARGET MARKETS

- Additional areas as opportunities arise or markets emerge according to marketing analytics including international FIT (foreign independent travel). We will look deeply at all existing or new direct-flight markets.
- Individuals – Mid-30s+, HHI \$50,000, active and affluent, take at least two vacations per year, may be traveling in groups of two or more
- Mature geo-traveler couples – 55+, HHI \$70,000, active and affluent, high-value low-impact couples, may be traveling as groups with other friends and/or extended family
- Families – Multigenerational travelers, 1+ children, HHI \$75,000, active and affluent
- Targeted seasonal travelers based on capacity – Travelers who enjoy activities and events held in communities where the most capacity exists; peak, shoulder and low season activities vary according to each of our communities

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 theater, festivals, live music, photography.
- Adventure – experiential, independent, low-impact
- Responsible recreationists

OTHER TARGETS

1. Repeat visitors to Montana
2. Health care
3. Higher education
4. Destination learning
5. Destination weddings
6. Reunions
7. Meetings and conventions
8. FIT and group tours

b. *What are your emerging markets?*

- 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
- 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
- Great American West
- 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
- UBER Media
- Bureau of Labor Statistics
- Montana State Parks
- Missoula and Glacier Park International airports
- Meeting Planners International
- International Inbound Travel Association

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

Glacier Country Tourism's primary marketing goals are:

1. Raise awareness of Glacier Country as a recognized tourism destination in identified markets and audiences.
2. Encourage residents and visitors to keep Montana a safe tourism destination by traveling responsibly, leaving no trace, practicing wildland fire safety, being decent human beings by being kind, respectful and patient with one another and by recreating responsibly.
3. Increase visitation among resident, nonresident, domestic and international travelers. This includes:
 - + Attracting new travelers
 - + Encouraging current travelers to visit more often
 - + Encouraging current travelers to stay longer
 - + Encouraging awareness of packaging opportunities
 - + Soliciting meetings and conventions
 - + Soliciting packaged travel markets (group tours and FIT)
 - + Positioning ourselves as a resource for information
 - + Working with the Montana Film Office to solicit film industry productions
4. Increase visitation year-round (especially shoulder and winter seasons).
5. Continue emphasis on cultural attractions found throughout Glacier Country, including Tribal Nations, historic sites, museums, etc.
6. Continue to identify inquiries to convert them to visitors by capturing names for database marketing.
7. 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.
8. Raise awareness and understanding of Glacier Country Regional Tourism Commission within the region through positive publicity and community outreach.
9. 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.
10. 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.
11. Continue targeted visitor appeals in Glacier Country Tourism's marketing strategy, specifically relating to the Montana Tourism Recreation Strategic Plan.
12. Incorporate Montana Office of Tourism and Business Development's branding initiative into our various marketing projects.
13. Encourage visitors to share their experience through emerging technologies and tools, such as social media.
14. Increase focus on and implementation of the rural marketing initiative.

15. Increase community awareness of Glacier Country Tourism.
16. Increase community engagement and develop efforts to address workforce development.

OBJECTIVES – POST COVID-19

1. INCREASE OVERALL CONSUMER RESPONSE BY 2% OVER FY 2021

Consumer response reach goal would be 1,600,000

2. INCREASE ELECTRONIC RESPONSE BY 2% OVER FY 2021

Electronic response reach goal would be 1,609,000

3. INCREASE SOCIAL MEDIA REACH BY 2% OVER FY 2021

Social media reach goal would be 20,000,000

4. INCREASE SOCIAL MEDIA AUDIENCE BY 2% OVER FY 2021

2% increase will require our social media audience reach goal at 394,000 or by an additional 8,000

5. INCREASE USE OF RESPONSIVE WEBSITES BY 2% OVER FY 2021

2% increase will require our webpage use reach goal at 1,632,000 or by an additional 32,000

6. INCREASE OUR CONSUMER LEAD DATABASE BY 1.5% OVER FY 2021

1.5% increase will require our consumer database reach goal at 1,015,900 or by an additional 15,900

7. INCREASE OUR TRADE SHOW DATABASE BY 2% OVER FY 2021

2% increase will require our trade show database reach goal at 1,770 or by an additional 35

8. INCREASE EARNED MEDIA STORY AD VALUE FROM FY 2021

Earned media goal would be \$2 million

9. FUND CHAMBER/VISITOR INFORMATION CENTERS AT UP TO \$5,000 PER PROJECT FROM MEMORIAL DAY TO LABOR DAY 2022 TO BETTER INFORM AND ENCOURAGE VISITORS TO STAY LONGER IN WESTERN MONTANA'S GLACIER COUNTRY

10. INCREASE CONSUMER AND GROUP SUGGESTED ITINERARIES BY TWO

11. REVENUE INDICATORS FOR PERFORMANCE STABILIZE LODGING TAX REVENUE AS COMPARED TO FY 2020

COVID-19 impact to lodging tax dollars was significant depending on each community and type of property. As of April 2021, best estimate would be 9% higher than 2020 collections and includes changes to lodging facility use tax statute in the 2021 legislative session that will increase collections from online booking agents.

12. MONITOR REVPAR THROUGH STR AND AIRDNA Data monitoring within the Glacier Country region

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, hosting media/FAM trips, 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 2021, Glacier Country Tourism committed \$50,000 to projects with lodging tax-funded organizations but spent a total of \$105,000.

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, hosting media/FAM trips, research and advertising projects with regions and CVBs to explore multiple ways to partner.

Glacier Country Tourism 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 plan to invest more into motorcycle tours and run the museum campaign we paused because of COVID since most museums were closed during much of 2020 and early 2021.

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

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

- FY 2020 = \$146,800 (actual)
- FY 2021 = \$105,000 (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.

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Optional: Include attachment here:

Marketing Segment, Method & Budget

Marketing Segment	Marketing Method	Describe your method.	Provide supporting research/statistics.	Describe the quantifiable measurements for success including Regulations requirements.	Estimated budget for method.	Marketing Method Evaluation	Add'l Attchmnt
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. 7% 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>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>To date, our social media channels include facebook, instagram, twitter, pinterest, linkedin and youtube as well as two blogs - consumer and B2B.</p>	<p>"With the huge number of online users, which is almost 59% of the world's population, marketers must not miss out on their chance of marketing on these digital forums where they can reach all the maximum number of potential buyers compared with print or television media marketing."</p> <p>Gary Henderson, <i>The Importance of Social Media Marketing</i> July 2020</p> <p>"Increased social media engagement paved way for increased social media marketing. Due to COVID-19 outbreak resulting in lockdown and work from home being in place, people had lot of free time, which they mostly spent on social media. As a result, this provides an opportunity for marketers to capitalize on and better connect with their customers through various social media sites, Facebook, Twitter, Instagram, etc.</p> <p>G.K. Ayush, R. Gowda, <i>A STUDY ON IMPACT OF COVID-19 ON DIGITAL MARKETING</i>, Vidyabharati International Interdisciplinary Research Journal (Special Issue June 2020)</p>	<p>Social media is incredibly easy to measure success and track. We have consistent handles across all of our channels (@GlacierMT) and use hashtags (#GlacierMT) to track engagement overall or by campaign. We also use third party tools such as Klear to monitor and track impressions, engagement and audience – which are all used in our overall assessment for measuring success. FY 2020 ended with 389,017 total followers which resulted in 19,282,627 impressions delivered with 1,573,322 engagement. These are the baseline metrics we will measure FY 2022 against. A detailed social media report will be provided.</p>	\$45,000.00		
Consumer	Sweepstakes	<p>In FY 2021, 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. To date, half of our largest lead generators in FY 2021 had CTA giveaways attached and resulted in over 28,000 leads from those sources alone and a total of 134,000 with three months remaining in the fiscal year. The call-to-action for the campaign giveaway is promoted via all our marketing mediums including social media, online and print.</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 your blog, social media, email blasts, guest articles,</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>	\$10,000.00		

		<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-action.</p> <p>We plan to continue this strategy for FY 2022.</p>	<p>sponsored content editorial and anywhere else you publish or market online.</p> <p>CampaignMonitor found that CTA buttons had an increased click-through rate of 28%, as compared to link-based CTAs. <i>May 2019</i></p>	<p>provided in the budget year.</p>			
Consumer	Cooperative Marketing	<p>Glacier Country Tourism has a community outreach and education program that offers 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 (two 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.</p> <p>Building upon the workshop series we already offer, we have a marketing assistance grant program that can be used for specific marketing promotion projects including 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>We 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. We plan to develop this program 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>"One of the primary advantages of cooperative advertising is the ability to lower advertising costs by sharing them with other companies. For example, you can team up with another local retailer that sells products that are complimentary to yours to take out a full-page ad in your local newspaper. Sharing costs means that you are only responsible for half the price, but you still get the exposure offered by a full-page newspaper ad.</p> <p>Larger companies, such as prominent manufacturers, spend time and money on researching more effective ways to advertise their products. When you get involved in a cooperative advertising program with these large corporations, you will benefit and learn from their experience. You can apply the marketing lessons you learn from the larger organizations in your own advertising."</p> <p><i>The Advantages of Cooperative Advertising George N. Root III</i></p>	<p>We will measure success by the number of projects we are able to fund. Each application requests how they will measure success. Before awarding the grant, we will review to ensure they are using measurables that meet the requirements funded DMOs must follow according to TAC rules and regulations. Individual grant reports will be required by all recipients that will report against the identified measurables in the application.</p>	\$40,000.00		
Consumer	Joint Ventures	<p>This joint venture method exists for us to use as opportunities become available or as projects with our follow regions, CVBs and MOTBD are necessary throughout the year. All efforts done will comply with the rules and regulations.</p> <p>Every project we do ultimately results in the overall success of our program. While do not know what these projects are in the beginning of the year, we certainly appreciate the ability to use the line item as a funding source. Each will be an allowable project and will follow the measurement and reporting requirements in the rules and regulations.</p>	<p>No specific research is available 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 measure success by tracking our consumer response, electronic response, social media response, website stats, consumer/B2B database leads, media stories and consumer/B2B itineraries.</p>	\$50,000.00		
			<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"> • Brand Management • Marketing Strategy • Research • Creative Development, • Creative Design • Media Buying • Marketing 	<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</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>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>	<p>Partnership Development and Management (Cooperative and Joint Ventures)</p> <ul style="list-style-type: none"> • Social Media Management • Content Creation (research, copywriting, proofing, editing) • Call Center, Telemarketing and Mail Fulfillment • Content Marketing • Web Design, Development + Hosting • Website Conversion Optimization • Search Engine Marketing (SEM) + Search Engine Optimization (SEO) • Print and Digital Advertising • Photo and Video Acquisition, Editing and Production • Email Marketing • Direct Mail Marketing • Marketing Reporting • Travel Guide Production • Print and Digital Advertising Sales 	<p>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>We will measure success by tracking our consumer response, electronic response, social media response, website stats, consumer/B2B database leads, media stories and consumer/B2B itineraries.</p>	\$380,000.00		
Consumer	Opportunity Marketing	<p>This method exists for us to use as opportunities become available or as projects need to be done throughout the year. All efforts done will comply with the rules and regulations.</p> <p>Every project we do ultimately results in the overall success of our program. While do not know what these projects are in the beginning of the year, we certainly appreciate the ability to use the line item as a funding source. Each will be an allowable project and will follow the measurement and reporting requirements in the rules and regulations.</p>	<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 measure success by tracking our consumer response, electronic response, social media response, website stats, consumer/B2B database leads, media stories and consumer/B2B itineraries.</p>	\$40,000.00		
Consumer	Digital Asset Management/Aquisition	<p>Glacier Country continues to use professional photographers to capture seasonal images allowing us to promote our area visually. The images 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>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 branding effort using not just good photography but "great" photography to tell our story.</p> <p>Our photo acquisition strategy is to either contract for custom 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>"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 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."</p> <p>Nadya Khoja, VENNAGE, March 11, 2020</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>	\$40,000.00		
		<p>While Glacier Country Tourism does not have any specific travel shows we plan to attend this year, we prioritize 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 display booth panels that are on-brand. Glacier Country fully integrates the Montana brand. 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</p>	<p>In a survey of attendees at Travel & Adventure Show, 78% of attendees book a trip within six months with an exhibitor they met at the show. With exceptionally</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</p>			

Consumer	Travel/Trade Shows	<p>loyalty. 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 2022 year, this budget line item will serve more as a placeholder should a unique opportunity arise. There are generally numerous travel options for visitors both domestically and internationally, but COVID has lessened the options because of safety. Travel shows often have tens of thousands of attendees and these events of this magnitude have not fully recovered yet.</p>	<p>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>entries collected. We also monitor unique website visits, phone call inquiries and general interest in our destination from the geographic region where the travel show was held.</p>	\$1,000.00		
Consumer	Electronic Adv - Newsletter, E-blast	<p>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. We have had tremendous success over the years maintaining a relationship with those who have requested travel information and assistance. Each person who signs up for our newsletters provides us with information that allows us to only send them information that is of interest to them. Every year, we continue to enhance our ability to provide each person customized content for planning a trip to Western Montana.</p> <p>Our design includes 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 works with staff to solicit area information and determine content to be featured in each. Our open rates range 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 13 years we have increased the clean recipient list from 140,000 to over 1,200,000. We will continue to optimize our email strategy for mobile and tablet devices and across a multitude of platforms and browsers.</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>"There's also an opportunity to capitalize on the amount of time people are spending reading their emails right now. During the past few months, emails have become far more interesting (and important) than they were before. B2B customers spent an average of 118 minutes reading emails in February, but that number rose in April to 241 minutes."</p> <p><i>COVID-19 and Email Marketing: What to Do When Reopening Is on the Horizon</i> by Natasa Djukanovic, May 26, 2020</p>	<p>We will measure the effectiveness of this marketing segment by monitoring open rates, click-thru rates and total sends for each newsletter.</p>	\$35,000.00		
Consumer	Multi-Media Marketing	<p>We plan to target our primary 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>We strive to stay ahead of the paid media curve including targeting and retargeting. Multi-media marketing methods generally have strong measurement and acquisition tools to ensure we are getting the most</p>	<p>Pre-COVID, people were already engaging with digital media and marketing all day every day. COVID-19 has only amplified our need/desire to engage online with other people and brands.</p> <ul style="list-style-type: none"> • According to Influencer Marketing Hub, 62% of U.S. consumers said they shop online now more than they did before the pandemic. • 69% of marketers surveyed in June 2020 said they would only attend virtual/online events this year unless a COVID-19 vaccine is available, a slight uptick compared to 66% who answered the same question 	<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, click thru rates,</p>	\$280,000.00		

		<p>return on investment for our media budget. All paid media placement includes added value digital and social elements which increase their effectiveness.</p> <p>Glacier Country Tourism fully supports the efforts of MOTBD 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>in May 2020 while 53% of companies indicate that digital events will NOT replace live in-person events in the future.</p> <ul style="list-style-type: none"> • More than 40% of consumers say they will shop online more frequently. • As a result of COVID-19, 25.1% of consumers have started shopping with a retailer they had never used before. <p>Sarah Vaughan, <i>What COVID-19 Taught Us About Digital Marketing</i>, December 2020</p>	<p>cost per thousand. We have continually delivered results above .5% CTR target where most national campaigns of similar creative, budget and focus fall below a .09% CTR. This industry standard will allow us to measure success. A performance report will be provided that details all of the relevant information.</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>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 glaciermt.com is written with keyword search strings which provides strong organic search engine rankings. 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. We continue to broaden our SEO and SEM to focus on building awareness of our 75 rural communities and lesser traveled corridors.</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 latest research 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, Google's 2019 BERT update 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 2014 survey, 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 — search engines. 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>	\$120,000.00		
		<p>In 2020, Montana DMOs made the hard pivot from destination marketing to destination management. During Glacier Country Tourism's January 2021 strategic planning session, our board of directors made the commitment to evolve even further into what is known as destination stewardship. The fundamental role of the DMO has always been to promote the destination. While this remains DMO's primary focus, many destinations across the world are now opting for destination stewardship which includes more comprehensive management approaches, not only destination development but also community collaboration and sustainable development for the destination as well as the entire tourism sector.</p> <p>The Global Sustainable Tourism Council (GSTC) defines destination stewardship as a process by which local communities, governmental</p>	<p>"Styles of tourism depend on character of place differently: experiential touring depends on human and physical character of place, rest and recreation needs only physical character, and entertainment-style</p>	<p>We will measure success by having a long-term destination stewardship plan that will lead us into the future. As we look to full post-COVID recovery, care for our 75+ communities that make up the fabric of our destination is critical. A destination stewardship</p>			

Destination Management	Strategic Planning	<p>agencies, NGOs, and the tourism industry take a multi-stakeholder approach to maintain the cultural, environmental, economic, and aesthetic integrity of their country, region, or town. In other words, to ensure that the destination retains and enhances the distinctive attributes that make it attractive to beneficial tourism.</p> <p>Destination marketing organizations have immense responsibility. We are tasked with wisely using the resources entrusted to us. These resources are not just the efficient and effective use of lodging tax dollars used for destination marketing and management but includes the work we do that touches the community's our residents live in and the small businesses they run. It also affects the communities whose lifestyle, food and music make our destinations vibrant and reaches beyond to our wide-open spaces.</p> <p>When we start to think of our impact on these intertwined people and places, it becomes clear that we have been entrusted with much more than dollars. We have been entrusted with shaping the future of the people and places that make up our destinations. Glacier Country Tourism's board feels we need to a strategic plan that proactively builds positive social and environmental outcomes and fosters sustainable economic growth.</p>	<p>(manufactured attractions) need no relation at all to identity of place. The first two depend on a destination's intrinsic character, which is a limited resource. Unlike manufactured attractions, we can't build more destinations."</p> <p>Jonathan Tourtellot of the Destination Stewardship Center, <i>Reframing Tourism – and Why</i> (Presentation at Future of Tourism Coalition's four-part "Reset Tourism" Webinar Series)</p>	<p>approach will help tourism stakeholders – including community members – create their shared future in a collaborative and mutually beneficial way. Translating the concept of destination stewardship to action requires a structure that brings all stakeholders to the table. It also requires giving them a voice in tourism planning, policy and management. This is important because a healthy and happy community is needed to support a healthy and happy tourism industry long-term.</p>	\$100,000.00		
Film	Opportunity Marketing	<p>Film-induced tourism can affect travel decisions made when potential tourists plan their upcoming holiday or visit to a destination. 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> <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.</p> <p>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>These funds are to be used for allowable opportunities we are unaware of when at the time we apply for funding approval 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 and talk about the overall success of each and whether we would do it again.</p> <p>For example: We will provide event information and track attendance at workshops and film festivals. We will track advertising response, website stats, database leads and media stories for paid and earned media projects.</p>	\$14,000.00		
		<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</p>	<p>MEETINGS ARE CRITICAL TO THE U.S. ECONOMY AND WILL BE CRUCIAL IN THE RECOVERY OF COMMUNITIES POST COVID</p> <p>Pre-COVID, meetings accounted for the largest travel industry sector including:</p> <ul style="list-style-type: none"> • 12.5 percent of all travel spending • \$135.9 billion in direct travel expenditures by meetings and events • \$22.4 billion in tax revenue for local, state and federal governments generated by direct travel expenditures • Four out of every 10 dollars spent on business travel in the U.S. was attributed to meetings and events – proving its 	<p>We measure success in this</p>			

<p>Group Marketing</p>	<p>Group Marketing Personnel</p>	<p>tours, loyalty programs, etc. See attached job description.</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>significant value to national, state and local economies.</p> <p>The meetings industry has been one of the travel industry's largest employers, providing:</p> <ul style="list-style-type: none"> • 1.1 million travel-generated jobs • \$35.9 billion in travel-generated payroll <p>A Key Component of the Meetings Market is Bleisure Travel</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 traveler, 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>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>\$81,000.00</p>	<p>Tourism Sales Manager - May 2019.pdf</p>
<p>Group Marketing</p>	<p>Travel/Trade Shows</p>	<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>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>	<p>U.S. TRAVEL: Key Highlights (updated April 2021)</p> <ul style="list-style-type: none"> • The vast majority of Global Business Travel Association members and stakeholders (84%) say they will be comfortable traveling for business after being vaccinated. • Nonessential domestic business travel is expected to resume in the second half of 2021. <p>Meet Safe: As industry professionals, planning and hosting business meetings, trade shows, incentive travel, exhibitions, conferences and conventions with health and safety top-of-mind is essential to the industry's recovery.</p> <p>Even though we live in a telecommunications era, face-to-face business meetings are still essential for building stable and continuous relationships. Adam Sacks with Tourism Economics said it best, "The only reason virtual meetings have been somewhat successful is that they are built on a foundation of years of in-person relationships."</p>	<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 that 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>\$50,000.00</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</p>				

<p>Group Marketing</p>	<p>Fam Trips</p>	<p>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, 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 regard 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>Glacier Country Tourism annually plans and hosts a meeting planner FAM trip including Missoula, Kalispell and Whitefish and meetings properties and communities in between. The CVB's, TBIDs and private sector partners are outstanding partners in this effort. During COVID, this FAM was cancelled. In 2021, we are hosting three separate virtual FAMs with our CVB partners.</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>Virtual FAMs Give Destinations a Path to Post-Covid Events</p> <p>"Much of the meeting's industry has had to pivot to virtual, and destinations will need to adapt their approach to live events as recovery begins and until events are back to normal. To combat this, destinations are getting creative and joining the virtual trend to continue to provide value to the industry and promote themselves to meeting planners while in-person visits remain challenging."</p> <p>Source: Victoria Copans (May 20, 2020) <i>Event Management</i></p>	<p>We will measure success by tracking the number of FAM trips we do and for what purpose. Meeting and convention request for proposals (RFPs) are tracked by FAM.</p>	<p>\$20,000.00</p>
<p>Group Marketing</p>	<p>Partner Support</p>	<p>Rocky Mountain International (RMI) 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 & 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>RMI 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>	<p>World Travel & Tourism Council: The Future of Travel & Tourism in the Wake of COVID-19 (September 2020)</p> <ul style="list-style-type: none"> • Demand Evolution: 40% of travelers are re-thinking destinations, often in favor of beaches & small towns/rural areas. • Health & Hygiene: 89% of travelers say health and safety protocols are paramount. • Innovation & Digitization: 66% of travelers want contactless solutions while traveling. • Sustainability and Social Issues: 73% of travelers are taking note of destinations that are raising awareness about environment, wildlife and equality. 	<p>We will measure success through the reporting that RMI will provide us as part of our tier 1 partnership. These reports include copies of the Quarterly Reports; Monthly Media Reports; Annual Reports; Social Media Reports and Leads Reports from sales missions. In addition, we will receive a customized TRIP Report at the end of the fiscal year contract which provides a product audit for the Glacier Country region. We will also receive a year-end media report which is a comprehensive annual review of Montana's earned media that highlights any specific articles in which a community within Glacier Country is mentioned.</p>	<p>\$15,000.00</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>We feel it is a good idea to support our current efforts with a mixed media promotion plan. We have group tour and meetings and convention microsites to support each B2B market with pertinent information. We anticipate working with RMI and BrandUSA on paid media programs and compliment with our digital content efforts - social media and blog.</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>.</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>\$90,000.00</p>
		<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 the last few steps to having our executive director become</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</p>		

Marketing Support	DMO Program Participation	<p>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 our marketing and organizational management efforts.</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 and services, and resources.</p> <p>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.</p>	<p>your team make decisions and provides comprehensive guides to evaluate, calculate and report on performance.</p> <ul style="list-style-type: none"> • Industry Benchmarking, Toolkits and Trends Reports • Organizational & Financial Profile Study • Access to special projects covering timely and relevant issues and best practices • DestinationNEXT Futures Study • Standard Performance Reporting Handbook • Destination Organization Performance Reporting 	We will measure success of this method with monitoring the level by which we use the benefits afforded us through membership.	\$7,000.00	
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 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>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>	<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 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.	\$57,000.00	Sales & Marketing Assistant July 2019.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 almost 20,000 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, 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 continue 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> <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, flexible and affordable.</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>	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.	\$12,000.00	
			America's nonprofits rely on the public trust to do their work. That is why it is so important that nonprofits			

Marketing Support	TAC/Governor's Conference meetings	<p>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.</p> <p>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.</p>	<p>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 to the rules and regulations outlined by contract with the State of Montana.</p>	<p>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.</p>	\$2,000.00		
Marketing Support	Outreach	<p>As a part of our overall education outreach program, we are combining this budget line item with others to build a formal program around how to help our communities 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>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> <p>We currently have the following outreach and training programs available:</p> <ul style="list-style-type: none"> • Three Level Customer Experience Training - Essentials of Customer Service + Conflict Management and De-escalation + Advanced Train the Trainer • 2021 Travel Research and Trends • Working with Destination Marketing Organizations • Workforce Development and Training During COVID-19 Economic Recovery • Leave No Trace: Promoting Stewardship to Customer, Visitors and Travelers • Building Your Business to Maximize Opportunity for 2021 and Beyond • Basics of Social Media Engagement - How to keep your social platforms fun, informative, and easy to manage • Delivering on your Promise to the Customer 	<p>Travelers are more motivated to travel by adventure than they were in the past. This year, there is also an 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><i>U.S. Experiential Traveler Trends 2019: Annual Survey on Traveler Behavior, Motivations, and Preferences</i> 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>	\$40,000.00		
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. In FY 2022, we are partnering with the University of Montana College of Business to develop a three-level program that can be held online and open to all ages. We feel there is a strong demand for this broad-based community training. In 2020, we realized our training needed to be reimagined based on what businesses and employees are facing in a COVID/post-COVID world.</p> <p>Customer service training provides valuable tools and skills helping provide positive experiences. In FY 2020, we sent the VIC grant application to over 20 organizations, awarded funding to eight VICs and provided virtual online training for them which allowed us to broaden the audience for training and schedule trainings that worked around different work schedules. In FY 2022, we plan to use our ability to do trainings virtually to develop a more robust program to include essentials for excellent customer service, intermediate and advanced training including conflict resolution and de-escalation and train the trainer.</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 ensure 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 of people who participate. Our contract partner (University of Montana - College of Business) tracks these registration and attendance. The University of Montana awards a certificate of completion to all those who successfully complete it. We will report the number of people who receive a certificate.</p>	\$20,000.00		
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 properly. The program runs from Memorial Day to Labor Day. Our FY 2022 funding program will provide staffing assistance up to \$5,000/VIC for staffing for qualifying organizations.</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>	<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>	\$45,000.00		
		<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, organizational</p>	<p>Outreach is increasingly critical for destination organizations (DOs) as local, state, federal and global environments</p>				

Marketing Support	Outreach	<p>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>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"> 1. Destination Stewardship: Balancing economic development, sustainable tourism and quality of life. 2. Community Alignment: Building public support around a shared vision for the destination. <p>As a lodging tax funded Montana destination and management 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> <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"> 1. Attract and retain a high-quality workforce. 2. Stabilize and promote a positive labor relations environment. 3. Build public support for tourism and GCT. 4. Ensure local governments and leadership organizations rely on GCT as a resource to help destinations identify opportunities for development. <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 this last January when we reviewed and updated our DestinationNext strategic plan. 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"> 1. Continue to develop and implement community relations plan to rural areas 2. Increase public support for tourism in Glacier Country. 3. Improve the engagement of partners across the region (i.e. expand workshops, webinars, public service announcements) 4. Expand connections with individual communities and cultures 5. Engage in effort to develop an effective workforce strategy for the hospitality sector and expand hospitality training program 6. Expand advocacy efforts at local, regional, state and national levels on behalf of partners - educate and create awareness of the positive impacts of tourism and Glacier Country on our communities 7. Promote and support equity, diversity and inclusivity across region 8. Collaborate on a more robust resident sentiment survey that can be done annually <p>Most of these have ongoing programs to support and implement them. This budget will help round out all of our efforts.</p>	<p>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"> - What are the community needs? - Who are DOs helping? - Who is the customer? - Why do DOs do what they do? <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. 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>Synergies between neolocalism and tourism can contribute to a greater understanding of the complexities of sustainability through increases in community involvement, which enhances local pride and local sourcing. The role of local production, distribution, and consumption can link people to landscapes and contribute to a deeper understanding of sense of place, which in turns garners support for local enterprises and local causes.</p> <p><i>Neolocalism and Tourism: Understanding a Global Movement</i> Linda Ingram, Susan L. Slocum, Christina Cavaliere</p>	<p>We will measure success using the following performance targets:</p> <ol style="list-style-type: none"> 1. Develop and implement a pro-tourism outreach program that will combine with other marketing methods (destination stewardship plan, workshops, workforce development) that will result in an ongoing effort to help support the tourism industry for future years. 2. 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. 3. Participate in events by where GCT leadership has the opportunity to present pro-tourism messaging to targeted audiences. 4. Create a program that positions Glacier Country Tourism as a resource for local communities, businesses and governments to develop, strengthen and diversify a sustainable visitor economy. 	\$30,000.00	
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>Promotional items, if done properly, can be extremely effective in building brand awareness and building relationships. Items that are</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>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</p>	\$10,000.00	

		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?	Global Advertising Specialties Impressions Study: A cost analysis of promotional products versus other advertising media, 2016 Edition	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.			
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>Per the TAC Rules and Regulations, we are allowed up to, but not exceeding, 20% of the organization's new annual revenue to cover administrative expenses, which are identified in detail in the actual document. The intent of the administrative budget is to cover costs incurred in the implementation of approved marketing methods/funded by the lodging facility use tax.</p> <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 & Foundation Executive Director</p>	<p>We measure success of our administrative funds in a simple way. These funds cover the costs of operation for our office, administrative staff, board of directors and nonmarketing related expenses. If we are able to keep the administrative operations of the organization healthy, effective and efficient, we are successful. All of the office overhead, reporting, accounting, financials, insurance, oversight and management of all programs are paid out of this line item.</p> <p>We will measure success by tracking our consumer response, electronic response, social media response, website stats, consumer/B2B database leads, media stories and consumer/B2B itineraries.</p> <p>Not to exceed 20% of our new annual revenue per Rules & Procedures.</p>	\$420,000.00		
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>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>	<p>Print usage in travel planning has risen close to 50% of American leisure travelers and the use of DMO print visitor guides has risen to just over 20%. While this rise may not signal any longer-term trend there is clearly no evidence of a long-term decline in print or DMO guide usage. According to the <i>State of the American Traveler</i>, an independent research report by Miles Partnership, print has consistently shown strength and even slow growth in print usage over the last five years.</p> <p>24.4% of travelers rely on offline media including TV, printed newspapers, magazines, etc. for travel inspiration.</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 and the visitor begins to make reservations for their Western Montana vacation.</p> <p>In FY 2020, our call center managed over of 182,000 telephone, mail, reader service, email, instant message chat and digital inquiries. Our webpages had over 1,595,000 unique visitors (up 4% over the previous year). We also distributed 150,000 print travel guides and had over 74,000 interactive guide visits.</p>	\$145,000.00		
		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 Support	Research	<p>Marketing Association International, American Marketing Association, Skift, DestinationThink!, AirDNA, Smith Travel Reports, Bureau of Labor Statistics, VisaVue, operations reports from MSO and GPI airports, 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>New to our research toolbox is Zartico which is an intelligence dashboard that combines all our data into one easy to view platform, while providing collective overall insights into the combined data, with individual community and county reporting. Zartico will make a significant difference in the way we and our communities look at data. It will be a game changer for how we use data and how we can be a data resource for entire region to help partner use data to inform their business decisions.</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>	<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><i>Importance of Tourism Research</i>, Anam Ahmed Reviewed by Jayne Thompson, LLB, LLM</p>	We will measure success based on our year end accomplishments including tracking our consumer response, electronic response, social media response, website stats, consumer/B2B database leads, media stories and consumer/B2B itineraries.	\$70,000.00		
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>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>	<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>	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.	\$1,000.00		
Marketing Support	Partner Support	<p>As a continuation of cooperation and collaboration with our industry partners, we plan to participate and offer assistance via partner programs - specifically Voices of Montana Tourism. Continuing to foster strong partnerships and find new ways to collaborate on efforts is not only outlined in the Montana Strategic Plan for Tourism and Recreation but is part of Glacier Country Tourism's vision and mission statement.</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 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> <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>"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 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>	Success will be measured by the audience reached by Voices of Montana Tourism.	\$5,000.00		
Marketing Support	Partner Support	<p>This budget provides for an online DMO system called Simpleview and an online grant system called Submittable.</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> <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>Submittable is a grant management software for organizations like Glacier Country Tourism. It allows us to maximize the impact of our grant programs with its online software.</p> <p>Submittable manages grants applications for grant makers helping us</p>	<p>Built specifically for DMOs, Simpleview has been adopted as a highly productive tool. Submittable 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. We can run these reports by partner, community, pitch, earned media, referral, etc.</p> <p>Submittable has streamlines our processes, reduce redundancies, and increase</p>	\$22,000.00		

		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 - accessible 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.		efficiencies, specifically in the review process. It also allows us to track communications and post grantee reports.			
Marketing Support	Professional Development	<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 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>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>	<p>"Companies that offer professional 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 & 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>	\$15,000.00		
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>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 key media outlets who feature our story or tourism experience as a result of hosting a media trip or pitching a story.</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>	\$77,000.00		Public Relations and Earned Media Manager Description - June 2019.pdf
Publicity	Fam Trips	<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>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>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, earned media report that tracks social and editorial exposure by month, event/activity it was attributed to, the earned ad value and circulation. Ultimately a successful publicity program comes down to earned media, consistency and quality of voice and tone, strong messaging and strong relationships with media.</p>	\$20,000.00		
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>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>	<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 past study by Ogilvy 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>As an example, the earned media for FY 2020 was 150% what our total bed tax budget was. We spent \$113,000 total in our PR and earned media program and earned \$3,612,000 in earned ad value. We received \$31 for every \$1 spent.</p>	\$60,000.00		

<p>Publicity</p>	<p>Press Promotions/Media Outreach</p>	<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 are armed with accurate information on Western Montana.</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 found this method is highly effective and efficient.</p> <p>In FY 2020, Glacier Country partnered with Destination Missoula, Discover Kalispell and Explore Whitefish to help promote new direct access from Los Angeles from both MSO and GPI. Instead of holding a media event, all representatives jointly made in-person appointments with identified travel media. The earned media from that event was \$83,742. Total Glacier Country expenses for that event were \$2,200.</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"> • Up to 92% of consumers trust word-of-mouth recommendations, but only 24% trust online ads. • A recommendation from a trusted friend conveying a relevant message is up to 50 times more likely to trigger a purchase compared to another recommendation. • 25% to 40% of all traffic and lead generation comes from earned media. • Shoppers prefer retail web sites that feature online ratings and reviews over ones that don't. <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>\$15,000.00</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>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>"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>\$1,000.00</p>	
<p>Publicity</p>	<p>Travel/Trade Shows</p>	<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>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> <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>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 the 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</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>\$15,000.00</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 & tourism brands, IMM is unrivalled.	"Maximizing pre-qualification of our prospects" (2013 through 2016). 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. Outsell, Inc.				
							\$2,500,000.00

Marketing Method Budget

Marketing Segment	Marketing Method	Bed tax funded budget
Consumer	Ad Agency Services	\$380,000.00
Consumer	Travel/Trade Shows	\$1,000.00
Consumer	Electronic Adv - Newsletter, E-blast	\$35,000.00
Consumer	Multi-Media Marketing	\$280,000.00
Consumer	Social Media	\$45,000.00
Consumer	Digital Asset Management/Aquisition	\$40,000.00
Consumer	Opportunity Marketing	\$40,000.00
Consumer	Joint Ventures	\$50,000.00
Consumer	Cooperative Marketing	\$40,000.00
Consumer	Sweepstakes	\$10,000.00
Consumer	Webpage Marketing/SEO/SEM	\$120,000.00
		\$1,041,000.00
Destination Management	Strategic Planning	\$100,000.00
		\$100,000.00
Film	Opportunity Marketing	\$14,000.00
		\$14,000.00
Group Marketing	Group Marketing Personnel	\$81,000.00
Group Marketing	Travel/Trade Shows	\$50,000.00
Group Marketing	Fam Trips	\$20,000.00
Group Marketing	Partner Support	\$15,000.00
Group Marketing	Multi-Media Marketing	\$90,000.00
		\$256,000.00
Marketing Support	TAC/Governor's Conference meetings	\$2,000.00
Marketing Support	Professional Development	\$15,000.00
Marketing Support	DMO Program Participation	\$7,000.00
Marketing Support	Marketing/Publicity Personnel	\$57,000.00
Marketing Support	Outreach	\$30,000.00
Marketing Support	Digital Asset Management/Aquisition	\$12,000.00
Marketing Support	Promotional Items	\$10,000.00
Marketing Support	Partner Support	\$22,000.00
Marketing Support	Partner Support	\$5,000.00
Marketing Support	Printed Material	\$1,000.00
Marketing Support	Research	\$70,000.00
Marketing Support	Fulfillment/Telemarketing/Call Center	\$145,000.00
Marketing Support	Administration	\$420,000.00
Marketing Support	VIC Staff/Customer Service Training	\$20,000.00
Marketing Support	VIC Funding/Staffing/Signage	\$45,000.00
Marketing Support	Outreach	\$40,000.00
		\$901,000.00
Publicity	Marketing/Publicity Personnel	\$77,000.00
Publicity	Fam Trips	\$20,000.00
Publicity	Press Trips	\$60,000.00
Publicity	Press Promotions/Media Outreach	\$15,000.00
Publicity	Crisis Management	\$1,000.00
Publicity	Travel/Trade Shows	\$15,000.00
		\$188,000.00
		\$2,500,000.00

Miscellaneous Attachments

Description	File Name	File Size
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Reg/CVB Required Documents

Description	File Name	File Size
March 2021 Board of Director's Minutes - Final	2021 03 09 Board Minutes Final.pdf	63 KB
Glacier Country Tourism's Board Manual (By Laws) as of March 2021	Board Manual - FINAL March 2021.pdf	293 KB
FY 2022 Budget and Segment Pie Chart	GC Marketing Plan_FY22_Budget+Pie_Chart.pdf	37 KB
FY 2022 Segment-Method Pie Chart	GC_FY22 Budget Pie Chart_by_Method.pdf	23 KB
Required Documents FY 2022 - Glacier Country Tourism	Required Documents FY 2022 - Glacier Country Tourism.pdf	55 KB

