



Grant Details

108656 - FY22 Region/CVB Marketing Plan

113970 - FY22 West Yellowstone CVB Marketing Plan

DOC Office of Tourism

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Community & Brand Support

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

As the closest entrance to Old Faithful and Grand Prismatic in Yellowstone National Park, West Yellowstone has identified itself as the central location for exploring the Park and surrounding area. Sharing a border with Yellowstone and surrounded on all other sides by the Custer-Gallatin National Forest, the town has become the heart of amazing adventure. Clean air and water, abundant wildlife, scenic beauty, geothermal wonders and historical reference have made West Yellowstone a national and international destination.

West Yellowstone offers visitors an amenities-rich, safe platform for breathtaking experiences. Visitors can fish blue ribbon trout streams, hike in pristine wilderness, experience real western horseback riding, go whitewater rafting or mountain bike on hundreds of miles of single track and forest service roads. In the winter months there are over 50km of groomed ski trails for Nordic skiing and over 400 miles of groomed snowmobile trails for recreation, including snowshoeing and sled dog rides and races.

Those looking for fun, family-friendly activities can visit the Yellowstone Giant Screen Theater, presenting a six-story high screen with stereo surround sound or the Grizzly & Wolf Discovery Center, open 365 days a year, offering an educational experience and viewing area for visitors to watch live grizzly bears, wolves, raptors and riparian exhibit with river otters and other native wetland species in their own natural habitat. Many nights during the summer season, visitors can enjoy live theater, free concerts in the park, and authentic rodeos. The 4th of July Community Celebration, Annual Rod Run (the oldest in the Northwest), and regional Cowboy Mounted Shooting Competition are events that enhance any visitor's experience.

The Museum of the Yellowstone, located in the original Union Pacific Depot, features the history of visitation and transportation to our nation's first national park. The Museum is open daily from the middle of May through the middle of October. Visitors can also experience early West Yellowstone through the free, self-guided historic walking tour. Nearby attractions include the 1959 Madison River Canyon Earthquake Area & Visitor Center, Nevada and Virginia Cities, and the Nez Perce Trail.

Having the west entrance to Yellowstone National Park mere blocks from downtown funnels over two million visitors annually through West Yellowstone. We continue to develop ways to entice these travelers to stop and enjoy the amenities our town has to offer, before moving on to other locations.

As a gateway to Yellowstone Park, West Yellowstone is subject to public policy and the economic ups and downs triggered by off-seasons that create a cascade of challenges including cash flow problems and difficulty in maintaining a stable employment base and housing.

Strengths:

- West Entrance to Yellowstone National Park.
 - We are seen by some visitors as synonymous with Yellowstone Park and can effectively market ourselves as —Yellowstone Plus!
 - Close proximity to Teton National Park and situated on the primary corridor between Glacier and Grand Teton/Yellowstone National Park.
 - Access to outstanding natural assets such as mountains, lakes, and National Forests for outdoor recreation and social distancing.
 - A nationally recognized, well-developed system of winter trails.
 - International recognition among groups and individuals (i.e. Nordic Ski)
 - Ideal family vacation spot - fun, educational, clean, safe with a variety of activities.
 - Seasonal airport served by a regional carrier offering daily jet service mid-May through mid-October (additional service in 2021).
 - Proximity to Bozeman International Airport with 30 direct flights to 20 states on 10 different airlines, seasonally and year-round.
 - Home of the Museum of the Yellowstone.
 - A host of year-round and annual events.
 - Central location to area downhill ski resorts.
 - Additional community marketing resources. Town of West Yellowstone Marketing & Promotions grant fund, West Yellowstone Tourism Business Improvement District, West Yellowstone Economic Development Council, West Yellowstone Foundation, etc.
- Tourism partners – Gallatin County, chambers, regions, Yellowstone Teton Territory (ID), and Visit Utah.

Opportunities:

- Expanded flights to the West Yellowstone airport (United starting June 2021). Increases flights to 5 per day - 2 from Salt Lake and 3 from Denver.
- Influx of new residents to the region (not only Montana) who want to explore and experience the outdoor recreation we are known for.
- Return visitors - these are the people who spend more time and money. Currently 52% of our visitors are repeat, and tend to bring approximately 20% of new visitors with them.
- Destination Development Assessment and Plan - this program will bring our local organizations together for short-term and long-term action items and planning for sustainable tourism.

Challenges:

- The perception that West Yellowstone is only a gateway into the Park and not a destination.
- The perceived distance and lack of easy access from major population centers.
- National and world events including terrorism, infectious diseases, and natural disasters that impact tourism.
- The negative press generated on issues such as the wildlife, climate, natural events and Park access.
- Perception of limited or lack of restaurants, nightly entertainment & family friendly activities/events.
- Managing the number of visitors and traffic flow during peak warm season.
- Access to campgrounds, trails, and public lands in the national forests.
- Legislation and public policy decisions (budget cuts, work visas).
- Effective means of communicating with visitors passing through.
- Fluctuating lodging prices.
- Fewer RV space and services.
- Non-resident ownership and partnerships that results in more limited community involvement.
- Lack of public transportation regionally and through the Park.
- Lack of county collaboration or recognition.
- Developing competitors in neighboring communities and states.

Competitor Analysis

The attached chart outlines both direct competitors and an emerging area of competition: routes that either totally by-pass the west entrance/West Yellowstone or routes that move one or more nights that would have been spent in West Yellowstone to another community or state. (See attached chart)

Integration with Montana's Brand Platform

You could say West Yellowstone IS the brand pillars:

SPECTACULAR UNSPOILED NATURE, VIBRANT & CHARMING SMALL TOWNS AND BREATHTAKING EXPERIENCES

With Yellowstone Park in our "backyard" and our "front yard" composed of three national forests, *we can offer* more spectacular unspoiled nature than anywhere else in the lower 48. As the west entrance to Yellowstone National Park and geographically located adjacent to the National Forests, just two miles from Wyoming and 12 miles from Idaho, we are uniquely positioned to be a vibrant and charming small town that serves as a gateway to natural wonders.

Our messaging is similar to the guidelines laid out by Destination Analysts: honest and genuine, focusing on adventure and activity-based niches, unique experiences and access to unspoiled nature with modern comforts.

We differentiate our value proposition by featuring direct access to the First National Park and events and activities specific to the different seasons to offer breathtaking experiences by day and relaxing hospitality at night.

Describe your destination.

INSPIRATION - While all phases of the decision-making process are key for West Yellowstone, we incorporate imaging of Yellowstone National Park and unique area activities, both warm and winter seasons, during the Inspiration Phase. We always use images or video in our marketing, because the sights and sounds of Yellowstone are easily recognized by potential visitors to our area.

ORIENTATION - During the Orientation Phase we try to incorporate a destination message to distinguish West Yellowstone as a location outside of Yellowstone Park, yet an important gateway, with unique amenities and experiences of its own. We use maps and directions regarding our location to transportation hubs and distance from major landmarks to accomplish this.

FACILITATION - Our Visitor Information Center and Website are our greatest tools for Facilitation. They allow potential and in-market visitors to plan routes, lodging and activities, either online or with one-on-one assistance.

Optional: Include attachments here

FY22_Competitor Chart.pdf

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

In West Yellowstone, we strive to target the best markets that will drive sufficient volume year-round to fill over 2,500 hotel and motel rooms, plus cabins, condos, and vacation rentals.

As a result of the Destination Analysts Study, Destination Think Tourism Sentiment Survey, NSight Report and others we have received specific to West Yellowstone, we learned that the Geo-Traveler spans multiple generations and characteristics, and has now morphed into a general profile of the high-potential visitor, with high-value niches.

Further research has shown us that our demographics are relatively split between male and female, skewing slightly depending on the season, average ages of 35-64. By using demographics, consumer behavior and geographic data, we are able to break these traveler demographics down even further to the four most valuable life stages: Midlife Success, Accumulated Wealth, Young Accumulators and Mainstream Families (source: Amplified Digital). Based on the data, these groups are most appropriate for targeting the products and services West Yellowstone offers.

We use our marketing funds to focus mainly on the family travelers and winter enthusiasts, incorporating niche messaging into our shoulder season campaigns. With our public/private partnerships, we are also able to penetrate some international markets including China, UK, Germany, Europe and India.

Midlife Success

- Ages 25-44
- HHI of \$69,918
- 58% Homeowners
- Mostly Without Children
- Some College or More
- Prefer Vibrant Social Scene & Nightlife
- High Tech Adoption
- Research and purchase products online
- 9% of US Households

Accumulated Wealth

- Ages 35-54
- HHI of \$99,701
- 89% Homeowners
- Kids Under 18 in the Home
- Mostly College Graduates
- Love Travel & Fine Dining
- High Tech Adoption
- Own the Latest in Tech Trends
- 11% of US Households

Young Accumulators

- Ages 25-54
- HHI of \$74,901
- Mostly Homeowners
- Kids under 18 in the home
- Most with some college
- Focused on Family
- High Tech Adoption
- Lean on social/digital review

- 8% of US Households

Mainstream Families

- Ages 25-54
- HHI of \$61,890
- 71% Homeowners
- Kids Under 18 in the Home
- High School Educated or More
- Look for bargains & deals
- Medium Tech Adoption & Usage
- Tend to Shop National Brands
- 9% of US Households

Target Geographic Markets

As we begin to recover from Covid-19, geographic markets will continue to shift, still predominately domestic drive markets, and expanding as fly markets increase. What we did learn in 2020, is that drive markets are not limited to our neighboring states. When Yellowstone gates opened, we had visitors from across the country. Winter visitation saw similar trends, with visitors from new markets that were willing to drive or fly, while our returning markets from Midwest states continued to come for snowmobiling. Nordic skiing experience increased numbers, but more from our region and Montana.

West Yellowstone's primary geographic target markets have historically included:

- *Top states:* Utah, Montana, California, Texas, Idaho, Washington, Colorado, Florida, Illinois and Minnesota. (Fluctuating slightly seasonally)
- *Top countries:* Canada, UK, France, Germany, Australia, Mexico & China

In 2020, we adjusted our markets, focusing on Western drive markets, replacing Texas and Florida with Arizona and Nevada. We continued to monitor travel restrictions and shutdowns in various states, adjusting our target markets as needed.

We did not intentionally market to international visitors, nor did our partners, but we did update Covid-19 information and provide inspiration for when the time is right for them to travel again.

As international travel starts to reopen later in 2021, we are putting together campaigns with our partners to some of these countries. We are starting to receive inquiries regarding the Park's 150th Anniversary in 2022 as well.

b. What are your emerging markets?

During 2021-22, geographic markets will continue to evolve. We anticipate the majority of travel to be domestic drive traffic, as the trend of RVing is still increasing. With the distribution of the Covid-19 vaccine, travel restrictions will change, and our international visitors will start to trickle in later this year.

The demand for outdoor recreation boomed in 2020 and will continue in 2021-2022. New residents to the state and region, plus those from urban areas trying to escape crowded cities, has expanded our niche activity-based market.

West Yellowstone's emerging geographic target markets include:

- Feeder markets to our local airports: Regional jet service with direct flights from Salt Lake City, UT to West Yellowstone May-Oct., and the newly added service to Denver June-Sept., and new seasonal direct flights into Yellowstone Bozeman International Airport, make for easier access from across the US, especially the coasts.
- Domestically, our top ten states stayed consistent with Western states making up the majority of traffic. Yellowstone Country has seen a bump in markets like Nashville where new flights have been introduced. We anticipate this will continue as new flight markets are added and travel restrictions loosen.

Drive markets in the NW are primed to return with loosened travel restrictions, with outdoor recreation being the catalyst. Using a market index report, Amplified Digital isolated counties with the highest potential to visit from the following five states: WA, UT, OR, ID and MT. (Source: Claritas, 2020)

Through public relation efforts, internet presence, and regional partnerships we will continue to reach more domestic and international markets including Germany, Canada, India and China as travel resumes. (These campaigns tend to emphasize shoulder season travel.)

Optional: Include attachments here.

c. What research supports your target marketing?

We utilize several research sources to verify our markets. These include NSight, Destination Think Tourism Sentiment Report, ITRR and reports in conjunction with MOTBD including Destination Analysts and Arrivalist/UberMedia. We use our Google Analytics and campaign engagement statistics to help guide our decision in markets, both demographic and geographic.

Our local resort tax collection reports show us monthly what sectors visitors are spending money in. Many of our retail establishments and restaurants had record revenue during the summer of 2020 despite restrictions, showing us that our domestic travelers spend money in destination. Our snowmobile and Nordic Ski trail use increased significantly, (over 69,000 snowmobile users and over 25,000 skiers on the Rendezvous Trails), confirming that outdoor recreation was a driving factor in travel. We were excited to see that the findings by Destination Analysts, NSight and Destination Think reinforced our niche markets and activity-based groups. The experiences visitors are having are positive.

We also fully recognize the importance of the high potential visitor. In a normal year, West Yellowstone sees a higher volume of international and retirees than other areas of Montana, so we also try to take those markets into

consideration when evaluating potential campaigns.

ITRR statistics provide us this info regarding visitors who stayed at least 1 night in West Yellowstone:

- Top Attractions: Yellowstone/Glacier National Park, Ski/Snowboard, Mountains/forests, Camping, Open space/uncrowded areas
- Top Niche Activities: Day hiking, wildlife watching, scenic driving, camping, photography, shopping
- The majority (89%) entered MT through West Yellowstone by motor vehicle/RV.
- The Visitor Information Center has welcomed over 60,969 guests YTD in FY21 (down nearly 50% from FY20). *Yellowstone Park did not staff inside our shared building, choosing to have an outside presence – this kept many people from entering.*
- Visitor Breakout = 52% are repeat visitors, 22% first-time, 26% mixed; and 72% plan to return within 2 years
- Average age is 55. Average household income \$50,000-\$150,000
- Average group size was 3.19 (80% couples or immediate family).
- Average night stay: 5.02 nights in MT (spent at least one night in W. Yell).
- Top 5 States: CA, UT, WA, TX, ID (MT did jump into the top 10)

Google Analytics from destinationyellowstone.com show us interesting statistics for our website traffic in FY21:

- Our visitors skewed slightly male at 53%
- The top two age groups were 25-34 and 55-64
- Interests include: Food & Dining, Lifestyle & Hobbies - Outdoor Enthusiasts, Banking & Finance - Investors, Travel Buffs, Shoppers

1. *Attract visitors by communicating an image consistent with our long-term vision as a vacation destination and one that places high value on existing assets, amenities and natural resources of the region.*

- Focus on the fact that we are THE closest gateway to Old Faithful and Grand Prismatic, the most convenient for experiencing Yellowstone, especially targeting drive market population centers in a 5-10 hour radius (Utah, Idaho, Wyoming, Washington, Oregon, North and South Dakota, as well as southern Canada) and for some limited and targeted campaigns, Montana.
- Focus on our traditional niche activities especially in winter and shoulder seasons. Increase focus on activities that align with events such as biking (Old Faithful Cycle Tour), cross country skiing (Yellowstone Ski Festival and Rendezvous Race), fishing (North American Ice Fishing Circuit), and snowmobiling (media Snow Shoot and Snowmobile Events).
- Retain our traditional markets while focusing on expanding markets that apply to us including those identified through research. Offer destination events such as Kids'N'Snow that appeal to these markets.
- Increase our image as having historic and cultural sites by promoting the 1959 Madison Canyon Earthquake informational drive and site, the Nez Perce and Bannock trails; as well as honoring our historic past with support of events/activities of the Museum of the Yellowstone, Historic Walking Tour and partnering with the Hebgen Lake District of the USFS to promote these sites.
- Increase visitation in shoulder and winter seasons.
- Brand ourselves as a year-round destination, emphasizing our numerous outdoor adventure niches, and central location to the Park and area attractions.
- Foster a positive picture of our community, in touch with environmental concerns and sustainability.
- Continue to build on our "Heart of" signature in our campaigns.

2. *Continue to expand our marketing effectiveness by joining our efforts with those of marketing partners. Incorporate the Montana brand pillars and initiatives whenever possible.*

As much as our defined budget allows, we will continue to partner with MOTBD, Yellowstone Country, and other entities as we carry on toward fulfilling the goals of the existing and any new MOTBD strategic plans. We will also draw upon our private sector marketing partners. We understand the value of participating in joint ventures that help stretch marketing dollars in new ways and reduce duplication where possible.

3. *Continue to target our market as accurately as possible, to assure funding is used to reach an audience that asks for information, travels to West Yellowstone, and spends significant dollars.*

We will use a variety of proven marketing efforts and track those efforts, while integrating new progressive marketing techniques. Across every season we will appeal to our identified audiences and markets.

FY22 Measurable objectives:

- 3% increase in West Yellowstone Resort Tax Collections over the previous fiscal year.
- 1% increase Lodging Facilities Use Tax Collections (bed tax).
- 2% increase in airline arrivals to the West Yellowstone Airport.

Website

- 10% increase over the previous fiscal year for online campaign landing page as entry point.
- 8% increase in mobile traffic over the previous fiscal year.

Social Media

- 8% increase in social media followers over the previous fiscal year.
- 12% increase in social engagements over the previous fiscal year.

Email

- Increase email subscribers by 15%.
- Local emails (B2B): Increasing open rates to 35%, CTR to 18%.
- General/niche emails (B2C): Increasing open rates to 20%, CTR to 7.5%.

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

We would like to continue participating in Joint Ventures with MOTBD as our budget allows, exploring any other opportunities that pertain to our activities and amenities.
 We find online to be more advantageous for West Yellowstone, because it can hit a much larger, yet targeted audience, and provides clear ROI tracking.
 Our budget limits our participation in large print campaigns with the repetition needed to be successful, but if multi-media packages were presented, we would be interested.
 We are always open to new joint venture opportunities, incorporating public/private partnerships with MOTBD, our tourism regions and other state organizations with like-minded goals.

Optional: Include attachment here.

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

We would love to participate in more co-op and Joint Ventures including Region/CVB, as budgets and alignment with our marketing plan allow. These could include hosting media events, FAMs, filming, etc.
 Some Joint Ventures programs do not include activities and amenities that West Yellowstone offers. Because our region is so diverse, many joint venture opportunities focus on specific markets that do not match our niche activities.
 We have found research JV opportunities be both cost effective and great return with the knowledge gleaned.

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

In the recent past we have taken advantage of Joint Venture marketing programs MOTBD including Visa Vue. Research and online targeted campaigns were very beneficial and performed well. They were successful in incorporating the Montana Brand to drive potential visitors to our specific area.
 We also participated in Joint Ventures programs with Yellowstone Country including NSight research, combined winter print co-op, and warm season programmatic digital campaign. These have all done well, producing qualified leads.
 The other Joint Venture program of which we are pleased to be a partner in, was the Yellowstone Loop Partnership with Visit Utah promoting a route from Salt Lake through Grand Teton and Yellowstone Parks highlighting gateways communities and locations off the beaten path. This program allows us to reach international markets we wouldn't be able to with our individual budget.
 We consider these Joint Ventures to be successful avenues of marketing and will continue to participate as our budget and market alignment allows.

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
			Travel shows draw media attention, public attendees, national travel agencies & their millions of customers. They connect people within the industry. A presence at consumer travel shows allows us exclusive access to potential markets & one-on-one interaction, increasing their likelihood to travel to our area.				

Consumer	Travel/Trade Shows	<p>In the past, Destination Yellowstone has worked with MOTBD, West Yellowstone TBID, member businesses, Yellowstone National Park, USFS, and West Yellowstone organizations to effectively promote our community, area assets & unique destination qualities at Travel and Niche shows. Partners:</p> <ul style="list-style-type: none"> • Distributed literature for lodging properties • Distributed the West Yellowstone Guidebook • Distributed information provided by Yellowstone National Park and the Gallatin National Forest emphasizing the wide array of activities available to destination travelers based in West Yellowstone • Distributed a calendar print piece with year-round activities and events • Played existing video's profiling West Yellowstone as a family friendly, soft adventure destination in all seasons. <p>If the opportunity presents itself again as in-person shows resume, and if funding allows, we would like to attend shows again in FY22.</p> <p>Costs in attending consumer/trade shows can include, but are not limited to: printed materials, banners, supplies, travel, booth rental, and shipping/postage.</p>	<p>The exposure we gain by attending regional & national shows with advanced direct marketing is invaluable. One we can afford within the limits of budget & goals.</p> <p>Feedback from marketing partners & committees who attended shows pre-Covid was that they recorded consistent & even increased attendance. We always connect with partners regarding recreation & travel shows they have attended to find out what may be a good fit for West Yellowstone. In FY20, we attended the LA Travel & Adventure show alongside Helena & Billings. Nearly 30,000 people attended, including media, travel agents & travelers. We all felt the audience was engaged & in the planning process.</p> <p>We gather qualified leads for our email communications, & track website traffic from materials with codes specific to the shows.</p> <p>Additional statistics:</p> <ul style="list-style-type: none"> • 92% of attendees visit a trade show to learn about new & exciting products & services. (Spingo) • Over 50% of the people at a trade show are there for the first time. (Spingo) • 56% of visitors will travel over 400 miles just to attend a trade show. (Excalibur Exhibits) • 74% of attendees believe engaging with the exhibitors makes them more likely to buy the products/services on display. (Hill & Partners) • 79% of attendees believe going to a trade show helps them decide what to buy. (Graphicolor Exhibits) • 74% of consumers are more likely to buy a product later after seeing it at a trade show. (Highway 85 Creative) • Trade show attendees will tell more than 6 people about their experience at the event. (Graphicolor Exhibits) • 38% of attendees will visit a company's website after visiting their booth at a trade show (Event Marketer) 	<p>We track qualified leads for our email communications. Through materials handed out including specials with codes specific to the shows, we are also able to track the spikes in website traffic.</p>	\$7,523.00		
Consumer	Opportunity Marketing	<p>Marketing opportunities that might not be recognized at the time of submitting our FY22 Marketing Plan, may become available or may be necessary due to unforeseen circumstances like natural disasters, changes to government policies or national and world events beyond our control.</p> <p>This line item allows us to allocate funds that can be available as these situations present themselves.</p>	<p>In the past, we have utilized opportunity funds for consumer shows with partners including TBID, to assist with travel and production expenses for celebrities and press to cover local niche events, promote new events, and create out-of-home multi-media campaigns.</p> <p>Many of these campaigns and events proved successful and some even continue to this day as part of our annual plan.</p>	<p>If we use opportunity funds, we will use the applicable objectives specific to the method utilized.</p>	\$170.00		
Consumer	Website/Internet Development/Updates	<p>Our website is one of our most important marketing tools, if not the most important method to maintain our market share. It seems all three levels are of the decision-making pyramid (inspiration, orientation, facilitation) are working together.</p> <p>While our strategy will continue to use maintenance, content development and integration of mobile and web cam applications to stay competitive in the market, we are utilizing a Growth Driven Design concept. Our action plan includes, but is not limited to existing strategies, but will allow us the flexibility to update/create more interactive landing pages for campaigns, integrate maps with our database, make greater use of video and increase usability to better respond to the every-changing ways visitors interact online.</p> <p>Growth Driven Design (GDD) focuses on prioritized planning with development sprints (blocks of projects that can be checked off), instead of major changes when RFPs are done. GDD allows us to spread out our budget instead of huge up-front investments. We can make on-going changes to make sure our content is accurate and up-to-date.</p> <p>We are able to better measure our visitors' behavior and customize our content to what they want. It allows for greater integration with our marketing campaigns. Our decisions will be based more on data, allowing for quicker results with less risk.</p>	<p>Comparing our metrics to date to the same time period in the prior fiscal year, we have increased our website sessions, time on site and traffic to landing pages, while decreasing bounce rate. Our mobile traffic is also tracking ahead of this time last year. This is impressive considering travel was greatly reduced and many trips were last minute.</p> <p>According to the Annual ITRR study, visitors who spent at least one night in West Yellowstone, online resources, including websites, remain high on the items used by visitors both planning their trip and while here.</p> <p>Destination Analysts and Miles Partnership conducted a DMO Website Study in 2020, which West Yellowstone participated in. Here are some key findings:</p> <ul style="list-style-type: none"> • DMO websites are seen as valuable, averaging a score of 7.9 on an 11-point scale. • 80% of users Agree that it is "important" or 	<p>We continually track how many e-newsletter sign-ups come through the website and requests for vacation planners, plus how many times the online planner is utilized, and what lodging partners visitors click off to their sites.</p> <p>Our website specific metrics include:</p> <ul style="list-style-type: none"> • 10% increase over the previous fiscal 	\$40,000.00		

		<p>In this method, we have also included the maintenance, updates and content development for some of our segment sites including Kids'N'Snow. Content creation and updates for these sites, creates consistency across our marketing campaigns and increases referral traffic to DestinationYellowstone.com.</p> <p>Funding covers maintenance tasks, website analytics platforms/software, development of new applications and technology integrations, and technology enhancements including RSS feeds, video and photo galleries and mobile-friendly resources.</p> <p>Web Cam: Our webcam (located at the trailhead for the Rendezvous Ski Trail) has a dedicated transmission connection. Our strategy includes monthly maintenance and hosting costs, which are shared with the Ski Committee and Ski Education Foundation. We continue to explore partnerships with local businesses for further webcam development and placements.</p>	<p>"extremely important" that DMOs provided the information it does on its website.</p> <ul style="list-style-type: none"> Over two-thirds (68.3%) are upcoming or potential visitors. Approximately 4-in-10 (44.9%) can be influenced by the website to visit the destination. 31.4% of potential visitors were specifically interested in local COVID-19 information/resources/response. <p>Source: https://www.destinationanalysts.com/research/resources-for-tourism-advocacy-recovery/</p>	<p>year for online campaign landing page as entry point.</p> <ul style="list-style-type: none"> 8% increase in mobile traffic over the previous fiscal year. 		
Consumer	Joint Ventures	<p>We try to take advantage of joint venture marketing programs with MOTBD, Yellowstone Country and community partners as much as our budget and our goals allow. In the past, these projects have primarily included print and online advertising buys and research.</p> <p>Starting in FY16, we partnered with Visit Utah to become a part of the Yellowstone Loop marketing group, that also includes other Park Gateway communities and those along the travel route between Salt Lake and Yellowstone. For a small investment, the partners are able to market to international and domestic markets online and in print. Representatives were sent to the two largest consumer shows in the world in Europe as well as IPW, and we participated and hosted FAM tours that included receptives and partners from the areas included in the marketing campaign, including Canada, Germany, UK, China and US. Digital campaigns are currently running in all markets. We would like to continue with this program and build on the return we are already seeing. We also heard from contacts, partners and lodging facilities that bookings were made from these FAMs.</p> <p>Other joint venture opportunities may come about as community projects and events, or with other marketing regions and organizations in neighboring states. West Yellowstone is allocating funds because we feel that being able to work with other private and public entities strengthens our community message and allows us to stretch our marketing funds to reach larger markets.</p>	<p>West Yellowstone is in a good position, both physically and logistically to partner with many different entities to promote our community and state. Being located at the West Entrance to Yellowstone National Park is a great benefit that brings many opportunities our way. Yellowstone National Park is at the top of international travelers' lists, and many of those travelers come into the West Coast or Salt Lake City and travel through Idaho to reach the West Gate. These are the visitors we want to capture. With the ever-increasing number of international travelers (our fastest growing market), we need to figure out creative and cost-efficient ways to market. That is where partnerships come in.</p> <p>We have found that by partnering with organizations like Utah, Yellowstone Country and MOTBD, the benefits are exponential, including additional print and online presence. Campaign reports show high reach and impressions, while achieving our goals of engagements and clicks to our website landing pages. We've also been able to add over 10,000 qualified leads to our email database.</p> <p>We are also represented at meetings and consumer shows in the region and beyond. Things we could not achieve alone with our smaller budget.</p> <p>Recent research projects with MOTBD and Yellowstone Country, including Visa Vue and NSight, help us confirm our niche markets, geographic and demographic markets.</p> <p>These partnerships will become increasingly important as the demographics of our visitors change. Marketing to international markets is expensive and labor intensive. With multiple partners combining efforts, funds and materials the opportunities increase to reach these markets as travel resumes.</p>	<p>Depending on what method is utilized for a specific joint venture, we track email leads, social engagement, and/or click thru rates from placements.</p>	\$5,000.00	
Consumer	Multi-Media Marketing	<p>This segment will include funds for multi-media projects that have several components packaged together such as a print advertisement with an additional digital banner and/or leads. Nearly all of advertising we place involves multiple platforms. It is something we request when advertisers approach us.</p> <p>One such example utilized in FY21 was with Amplified Media that included print, native, electronic (eblasts), PPC, social and digital banner ads. Others include the <i>Yellowstone Journal</i>, <i>NW Travel & Life</i>, and <i>Outdoors NW</i>.</p> <p>Event advertising always includes several media platforms for the widest reach in our target markets. Examples are Kids'N'Snow, Yellowstone Ski Festival and Rendezvous Ski Race.</p> <p>In FY22 components to a multi-media campaign could include, but are not limited to: print, digital, electronic, native, paid social, streaming audio, and connected tv.</p>	<p>Diversified marketing and advertising campaigns are vital to an organization's success.</p> <p>To date, our current multi-media campaigns have an overall CTR of 8.67%, all platforms outperforming industry averages.</p> <p>Benefits of multi-media advertising include:</p> <ul style="list-style-type: none"> Improves engagement & conversion rates Reaches a wider audience Overshadows competitors by showing you are innovative and adaptive Improves brand recognition & brand loyalty Reduces marketing costs Better search engine ranking You leverage your content by re-purposing and remixing publications, video and audio information products, and marketing materials. <p>Sources: https://wecanmag.com/benefits-using-multimedia-business-marketing/ https://edkentmedia.com/5-benefits-advertising-social-</p>	<p>We will track engagements, conversion rates, open rates, click thru rates and web traffic generated from the components of campaigns.</p>	\$115,000.00	

			<p><i>media/</i></p> <p>https://brainalchemist.com/2014/08/08/five-benefits-of-using-multimedia-to-build-your-expert-brand-in-academia-and-beyond/</p>				
Consumer	Online/Digital Advertising	<p>The majority of our marketing campaigns include some online/digital component. These components are not only the traditional static banners, but now include animated gif files, video, native content, blogs and mobile messaging. Some campaigns rely more heavily on digital assets and advertising, due to the fact that their fans are more active online (as in the case of snowmobile and ice fishing).</p> <p>Online/digital advertising is especially effective in the shoulder seasons, when our campaigns can be weather dependent and need to be changed mid-campaign. Mobile campaigns are becoming increasingly important as nearly 80% of visitors are utilizing their smartphones and devices.</p> <p>Our printed maps, calendars and vacation planners are provided in pdf format for potential visitors to download/print from DestinationYellowstone.com. Our snowmobile, OHV and ski maps are available on mobile apps that can be used offline as well.</p> <p>Potential Online Marketing includes, but is not limited to:</p> <ul style="list-style-type: none"> • Pay per click, SEM & SEO campaigns on Google, Yahoo, Bing, etc • National and Regional publication websites in conjunction with print campaigns • Banner and mobile ads for both brand awareness and niche campaigns and events 	<p>The last several years we have increased the amount of online advertising we incorporate into our overall advertising campaigns, including MOTBD and Yellowstone Country joint venture programs, with above average ROI. Our digital campaigns that ran throughout FY21 are showing above industry average results: .11-.27% (Industry avg = .07%)</p> <p>Advantages of using digital marketing:</p> <ul style="list-style-type: none"> • 49% of people said they click on text ads. (Blue Corona, 2019) • Businesses make an average of \$2 in income for every \$1 they spend in AdWords. (Blue Corona, 2019) • 63% of people said they'd click on a Google ad. (Search Engine Land, 2019) • Paid ads have been proven to result in an 11.38% clickthrough rate on Google. (Blue Corona, 2019) (Source: https://www.hubspot.com/marketing-statistics) • Content marketing costs 62% less than traditional marketing and generates about 3 times as many leads. (Demand Metric) • On average, 46% of users act after viewing a video ad. • Location-specific digital ad campaigns are 20x more effective than traditional banner ads that are not location-based. • 80% of consumers will remember a video ad they viewed in the past 30 days. • With the use of programmatic digital campaigns we have been able to target our geographic and demographic markets, reaching those potential visitors who are most likely to convert. • We can repurpose digital content across multiple platforms • Digital marketing can have greater reach, higher engagement and lower cost per impression. 	<p>We track Click thru rates and open rates in addition to the objectives below:</p> <ul style="list-style-type: none"> • 10% increase over the previous fiscal year for online campaign landing page as entry point. • 8% increase in mobile traffic over the previous fiscal year. 	\$5,000.00		
Consumer	Social Media	<p>We utilize Social Media marketing to expand our virtual community of West Yellowstone participants and businesses using a variety of social networking sites and linkages. We plan to continue to further develop the West Yellowstone social media accounts to distribute information & publicize events. We constantly work to enhance content on our platforms & other travel-related sites such as Trip Advisor & Google, as well as web-based event calendars & publications. Working as a community, we can dramatically raise the visibility & content of West Yellowstone online.</p> <p>We are continuing to work on strategies where visitors can take advantage of our activities and scenery to create their own memories, while also promoting West Yellowstone through photos & videos. In FY21, we began using Crowdriff to help source user generated content for marketing campaigns and social media. We will continue to use this platform to accumulate images for our marketing and website.</p> <p>We also offer to train our members through workshops to better understand and utilize their social platforms, and encourage them to follow and share our content.</p> <p>Social Media Strategies</p>	<ul style="list-style-type: none"> • 45% of the world's population (3.6 billion people) uses social media. (Sproutsocial.com) • 90.4% of Millennials, 77.5% of Generation X, and 48.2% of Baby Boomers are active social media users. (Emarketer) • 54% of social browsers use social media to research products. (GlobalWebIndex) • Each person spends an average of 3 hours daily on social networks & messaging. (orberlo.com) • Social networks are the biggest source of inspiration for consumer purchases with 37% of consumers finding purchase inspiration through a channel. (PWC) • Social media is the most relevant advertising channel for 50% of Gen Z & 42% of millennials. (Adobe) • 50% of consumers say that seeing user-generated content would increase their chances of buying products through a brand's social media. (Curalate) • 93% of social media advertisers use Facebook ads on a regular basis. (Social Media Examiner) • Twitter ads are 11% more effective than TV ads during live events. (Twitter) • YouTube is the preferred form of social media marketing worldwide by 83% of consumers. (Hubspot) <p>Our FY21 objective was an 8% increase in social media followers over the previous year, & 12% increase in engagements. Currently at 9%, and slight decrease in</p>	<p>We track website traffic resulting from our emails in addition to the specific goals below:</p> <ul style="list-style-type: none"> • 8% increase in social media followers over the previous fiscal year. • 12% increase in social engagements 	\$5,000.00		

		<ul style="list-style-type: none"> • Continue to expand and encourage a networked virtual community of West Yellowstone participants & businesses using a variety of social networking sites and linkages. • Further develop the -Destination Yellowstone Facebook, Twitter, Instagram and Pinterest accounts to promote our West Yellowstone website, distribute information & publicize events. • Use of new social media avenues as they become applicable to a business or tourism situation. • Enhance content and photo offerings on travel-related and events-information sites such as Trip Advisor, Google Maps, Google Places & Yelp. 	<p>engagements due to less boosted content during early covid-19 restrictions. While organic reach on some platforms has decreased, ours remains high, confirming that we are posting relevant content, that our followers want to receive & with which they choose to interact. It also continues to remain one of the top referral sources for our website.</p> <p>Below are our current social media statistics:</p> <ul style="list-style-type: none"> • "West Yellowstone Chamber" Facebook – 12,476 followers • "West Yellowstone Montana" Pinterest – 964 followers • @destination.yellowstone Instagram: 3,975 followers • @DestYellowstone Twitter- 6,106 followers • "West Yellowstone Snowmobiling" Facebook – 11,038 followers • "Kids'N'Snow"Facebook- 680 followers • Rendezvous SkiTrails Facebook – 3,385 followers 	<p>over the previous fiscal year.</p>			
<p>Consumer</p>	<p>Electronic Adv - Newsletter, E-blast</p>	<p>West Yellowstone plans to continue to utilize our growing email database by sending out regular e-newsletters promoting our lodging and amenities, plus sending out timely e-blasts for specific events and news. In the past we have utilized our emails for our destination events including Kids'N'Snow and Nordic Ski Races. These blasts can be targeted at either participants or spectators. We utilize Constant Contact to manage and create our email database. The emails always have an opt-out option, and adhere to current legal requirements for security. They also contain direct links back to landing pages on DestinationYellowstone.com and event websites. We have created and update templates for each list we maintain, as well as our weekly and monthly e-blasts to create a consistent look and feel across our communications.</p> <p>Our strategy includes, but is not limited to:</p> <ul style="list-style-type: none"> • Continuing to collect emails and collate them into an online database: This will be done in conjunction with our electronic newsletters. • Sending out electronic newsletters profiling upcoming events, specific specials and "hot deals". We share this list with TBID and coordinate regularly scheduled e-blasts to our general leads as well as event/campaign specific lists. • Pushing out information to our local businesses and organizations so they are better prepared to exceed our visitor's expectations. • Providing current and pertinent information to travelers while en-route and once they arrive. 	<p>We are able to track our ROI for e-newsletters and e-blasts with our subscription to Constant Contact. Our direct member and subscriber emails have a combined open rate over 25% and 9% CTR (2x the industry average).</p> <p>Our paid email blasts have an average CTR of 16.5% (industry avg = 1.6%)</p> <p>Every month, our subscriber base continues to grow as a result of lead generation campaigns like Yellowstone Journal, and organically through our website and visitor center registrations. Our current active subscriber list is over 46,000.</p> <ul style="list-style-type: none"> • In 2021, 4.03 billion people around the world use email. (kinsta.com) • Email has a 90.3% penetration rate among US internet users. (kinsta.com) • 92% of adults in the United States use email, and 61% of these email users are checking and sending emails on an average day. (Pew Research) • 85% of Gen Z say that they prefer to use email over other modes of communication. • In 2019, the average ROI was \$42 for every dollar spent on email marketing, according to both DMA and Litmus. <p>Hubspot.com's report from 2020 shows the importance of incorporating this method into multi-media campaigns. Highlights of list include:</p> <ul style="list-style-type: none"> • 73% of millennials prefer communications from businesses to come via email. • More than 50% of U.S. respondents check their personal email account more than 10 times a day, and it is by far their preferred way to receive updates from brands. • 59% of respondents say marketing emails influence their purchase decisions. • The most opened emails relate to hobbies, with an open rate of 27.35%. • Email subscribers are 3x more likely to share content on social media than leads who came through another channel, according to QuickSprout. • When a prospect or customer who opens an email on a mobile device opens that same email again on another device, they are 65% more likely to click-through to your site/offering. 	<p>We track website traffic resulting from our emails in addition to the specific goals below:</p> <ul style="list-style-type: none"> • Increase email subscribers by 15%. • Local emails (B2B): Increase open rates to 35%, CTR to 18%. (3% and 1% increase respectively) • General/niche emails (B2C): Increase open rates to 20%, CTR to 7.5%. 	<p>\$5,000.00</p>		

Consumer	Print Advertising	<p>Whenever possible we use traditional print advertising media in combination with digital and mobile options to gain the best ROI for our efforts, but there are some instances when a print placement is made alone for specific niches. We often gain editorial content as part of our buys, making them even more valuable. We will continue to use print to reinforce top of mind awareness, but include an accompanying web component whenever possible.</p> <p>For shoulder seasons, we use Yellowstone as a base, but emphasize the opportunities West of the Park as well. For our winter campaigns, we changed the format from event driven advertising to include a destination message. This element also allows us to cross promote with other winter activities, adding to our destination theme. During several events including Nordic Ski Races and Kids'N'Snow, we had participants and/or spectators tell us that they saw our ad in newspapers, etc.</p> <p>Print advertising components could include, but are not limited to:</p> <ul style="list-style-type: none"> • Newsprint and magazine ads to promote West Yellowstone as a year-round, family-friendly destination while emphasizing our winter and shoulder season events including the Rendezvous Ski Race, Yellowstone Ski Festival, Kids'N'Snow, Old Faithful Cycle Tour, NAIFC Ice Fishing Tournament, and Music in the Park, to name a few. <p>Print advertising in our regional drive area includes ID, MT, ND, SD, and UT, and we increase our target markets for our shoulder season campaigns, utilizing opportunities in publications including National Parks Traveler, NW Travel & Leisure and Outdoors NW. Many times, we do joint buys with our local TBID or Yellowstone Country region for larger or extended national ad buys including Better Homes & Gardens, Midwest Living, Texas Monthly and niche publications.</p> <ul style="list-style-type: none"> • Out-of-home window or airport display. This could include renewing our Window Wrap Program cross-promoting seasons and activities; joint ventures with our entities for airport or national displays. 	<ul style="list-style-type: none"> • Consumers consistently rate print advertising as one of the most trustworthy. 82% of consumers report that they trust print ads. (localiq.com) • Most Millennials love engaging with print ads. In a survey conducted by Customer Focus and Quad/Graphics, 77% of Millennials reported that they pay attention to direct mail, 73% to retail inserts, 54% to catalogs, and 51% to magazines. • According to PrintIsBig.com, U.S. and worldwide industry statistics, U.S. advertisers spend on average \$167 per person on direct mail to earn \$2,095 worth of goods sold. That's a 1,300% return on investment! • When a customer or prospect reads a printed material, they are more engaged for a longer period of time. On average, a consumer spends 43 minutes reading a magazine. Websites are often skimmed in as little as 15 seconds per visit. • By combining print and digital ads, it will make online campaigns 400% more effective (topmediadvertising.co.uk) • People are 70% more likely to remember businesses seen in print compared to online (topmediadvertising.co.uk) <p>Print ads build brand awareness and promote customer loyalty. Consumers are very loyal to the magazines they read. Ads that are printed in favorite magazines show the consumers that the brand can be trusted. For the reasons listed above, we will continue to incorporate print into our multi-media approach.</p>	For print placements, we track the number of pieces printed and distributed in addition to any increase in email subscriptions and web traffic to landing pages included in placements.	\$5,000.00	
Consumer	Radio & Television Advertising	<p>With a limited budget, we seldom use Lodging Facilities Use Tax Funds for radio or TV, however, if funds allow and if the opportunity arises that we can partner with other funding sources or organizations to promote West Yellowstone and destination events, we would like to be able to do so. With the rise in streaming radio and tv platforms, this may be something we explore more in the near future.</p> <p>In the past we have funded radio and TV spots - primarily for events. Other options may include regional radio or TV stations who offer spots as part of a larger package with digital and social components.</p> <p>Expenses could include, but are not limited to content development, production, activity fees, and other ancillary costs related directly to completing the segment.</p>	<ul style="list-style-type: none"> • 92% of people, 12 and over listen to the radio, 80% in their car (adsforcarts.com) • 59% of Americans listen to the radio every day (adsforcarts.com) • The average person spends 5.5 hours watching television every day (smallbizgenius.net) • Investing in TV can increase advertising effectiveness by 40% (smallbizgenius.net) • US CTV viewers in 2020 was estimated at 45.7 million for Gen Z; 56.5 million for millennials; 48.5 million for Gen X; and 32.8 million for baby boomers. (emarketer.com) • 38% of mobile users went online to research/purchase products they saw on tv • added services like connected and streaming tv can reach targeted audiences • repeated exposure lends to higher retention rate <p>While TV and radio advertising are expensive and ROI more difficult to track, West Yellowstone still believes that it is an important component in our multi-media campaigns. With the knowledge that video and viral content is increasing in popularity in marketing, we will continue to incorporate it into our marketing as funds allow. Consideration for participation and placements would include geographic demographics, audience, and coverage area.</p>	With mainstream placements we can track the number of times the spots air. Streaming placements give us additional information as to time viewed and number of spots or impressions. We can correlate this to spikes in web traffic to campaign landing pages.	\$1,000.00	
		<p>We use traditional printed materials in combination with new digital and mobile options to gain the best ROI for our efforts. We find that printed materials are good for brand recognition and support for our overall marketing campaigns, especially those for events. These materials are used daily by our Visitor Center staff as resources for visitors. The Visitor Center is the main source of distribution for these materials as well. Additionally, all printed maps and materials are made available electronically on our website DestinationYellowstone.com and via email to our network. Any pieces that may be sent to businesses, etc. will include postage and shipping.</p> <p>Printed materials are an important component of a strong multi-media campaign. Many of our visitors ask for materials once they land, and we receive requests from those planning their trips daily. Many of our local businesses take our printed materials to consumer shows that they attend throughout the year, emphasizing West Yellowstone as a year-round destination with a multitude of amenities, activities and events. Local businesses also use these materials for their frontline staff as resources for visitor interactions, and have come to expect these materials and information.</p> <p>Printed materials could include, but are not limited to:</p>	<ul style="list-style-type: none"> • According to ITRR research, over 44% of visitors use printed materials (ie: maps, brochures) when planning their trip, and more than 63% use them during their trip. • Print reinforces your brand longer than a social media post. Print has a shelf life of about two weeks (Soat 2015) since many people want to hold onto unique printed material. According to 	We keep a monthly count of materials		

Consumer	Printed Material	<ul style="list-style-type: none"> • Winter & Warm Season Calendars: Up to 2,500 Calendar of events fold-over flyer or rack card (4"x9") formats, glossy stock as well as 11"x17" single sided posters for winter. Up to 150 11"x17" single sided posters for spring/summer events. Online versions will be available on our website and partner sites as well. • Posters and flyers: 8 1/2" X 11" and 11"x17" single sided color flyers displayed in bathroom stall holders featuring activities and events throughout upcoming (or alternate) seasons (e.g., Rendezvous Race, Yellowstone Ski Festival, Kids'N'Snow, Yellowstone Rendezvous Race, Old Faithful Cycle Tour, etc.). 24" X 36" posters with foam backing with fall and winter activity images printed on gloss as needed. • Trail Maps: Including OHV/ATV, All season ski/snowshoe/hike/bike, disc golf and Snowmobile. Sizes vary slightly, but fold down into approx. 5.5"x8.5". Distributed primarily through our private sector and our Visitors Center, per email, and some will also be distributed to area snowmobile/ski/bike shops and taken to consumer shows. We also convert the maps to an electronic .pdf and upload to websites and make available for download. • "West of Yellowstone Park" Map: This map features scenic driving routes outside of Yellowstone National Park near West Yellowstone where visitors can view various species of wildlife in the spring and fall. We will update and print an 11 X 17" full color two side's tear-off map, along with an electronic (.pdf) version. We try to print enough to last two years. • Postcards, Flyers, Mailers for contests and lead follow up. These are standard sizes 6"x4" and 8.5"x11". • Out-of-home window or airport display. This could include continuation of our Window Wrap Program cross-promoting seasons and activities; joint ventures with our entities for airport or national displays. In the past, this has covered production costs, and partners have paid for installation. 	<p>Alexandra Rohfs, a marketing analyst at Webs, the shelf life of a Twitter post is about 15 minutes.</p> <ul style="list-style-type: none"> • 79% of consumers respond immediately to direct mail. Another advantage of direct mail advertising is the fact it gets open immediately. At least for 79% of recipients, there is still a considerably higher rate than for email, which is 45%. The response rate direct mail generates 4.4% is significantly higher than 0.12% on average for email. (Digital Doughnut) • An average success rate for promotional flyers is 1%-3%. (Stateside Marketing) 	<p>handed out, giving us average use over the fiscal year. We also watch for changes in web and social media traffic referred from these pieces.</p>	\$3,000.00		
Consumer	Photo/Video Library	<p>It is important to represent our destination through vivid, eye-catching images. It is also very important to have current images for niche activities like ski, snowmobile and fishing where clothing and products continue to change and become outdated after 2-3 years. This requires continuously adding new images so we are always rotating new images in for old ones. To do this, the West Yellowstone CVB plans to utilize the network of local photographers and partners who graciously allow us to use their photographs and videos at no or low cost for marketing purposes including print, online, website and social media. In FY21, we began using Crowdriff to help source user generated content for marketing campaigns and social media. We will continue to use this platform to accumulate images for our marketing and website.</p> <p>The West Yellowstone CVB would also like to have funds to hire a photographer/videographer for more specific photo opportunities including 360 video, seasonal and niche activity/event footage.</p> <p>Every so often, we have requests from niche shows that film in the area; many times it is only for assistance in locations and communications with members. Other times they request production funding. In return, and in all cases, we request B roll footage and links to all airings to use for social media and visitor center screens.</p>	<p>Because people respond visually to content, simply adding a relevant photo to campaigns can grab someone's attention. Brilliant images can increase engagement & traffic to the website. Videos have an even higher rate of engagement. These images need to be current & relevant to the destination, therefore replacing & updating images on a regular basis is important to the marketing of a location like West Yellowstone.</p> <p>Research has shown that including images & video in marketing is important for some of the following reasons:</p> <ul style="list-style-type: none"> • 60% of travelers who view video content on social platforms use it as a factor in their decision- making process. • Almost half of travelers state that they are likely to book a trip immediately after watching a travel activity video & 62% of travelers stated that they would like to see a video before making a final booking decision. • 55% of people online watch videos every day & 78% every week. • 95% of those who watch videos retain the message, compared to 10% who read it in text • Web content containing visuals perform better, receiving up to 94% more views. • Email marketing campaigns that include images have a higher click-through rate than campaigns without. • Tweets with images or videos get, on average, get a 28% increase in retweets. • Facebook posts with images see 2.3X more engagement than those without images. (Buzzsumo) • Professional photography and video reflect your destination, not someone else's. • With photography you create an instant connection with your visitors. Our brains process visuals 60,000 times faster than text. • If you have a video or on your website talking about something specific for your destination you will show up in search engine results. • Viewers are 64-85% more likely to purchase a product after watching a video about it. • Website viewers spend 100% more time on pages with videos on them. <p>(Sources: searchenginejournal.com, www.mdgadvertising.com, www.adido-digital.co.uk, hospitality.net, uhurunetwork.com)</p>	<p>We have a goal to add at least 20 new images each year to our library to replace those expiring. We try to add at least one new video each year and update seasonal videos every two years.</p>	\$22,000.00		

Marketing Support	Administration	<p>Administrative funds are utilized to cover costs incurred in the implementation of the individual marketing methods/segments within our plan, as outlined by the Rules and Regulations. These can include, but are not limited to:</p> <ul style="list-style-type: none"> • Equipment • Registration fees for development/trainings • Office supplies and rent • Travel expenses • Utilities • Bank and accounting fees • Reference materials • Postage and shipping • Salaries • Other costs that aid in the completion of methods 	Supporting research and statistics are provided in the individual methods/segments. Administrative costs support/enhance methods per the Rules and Regulations utilizing up to 20% of new revenue collections.	The intent of the administrative budget is to cover costs incurred in the implementation of approved marketing methods up, but not exceeding 20% of our new annual revenue. We measure success by completing specific methods supported by these funds.	\$45,000.00		
Marketing Support	TAC/Governor's Conference meetings	<p>Approved organizations are required to have one paid staff or board member at each Tourism Advisory Council meeting, preferably the representative who works most closely with the Department.</p> <p>Within Yellowstone Country, our region and CVB representatives also try to have seasonal meetings where we address regional issues and opportunities to work more cohesively.</p> <p>It is our hope that we will return to in-person meetings during the course of FY22, as these interactions are invaluable.</p>	<p>Attendance is required per the Rules and Regulations, and ensures that participating organizations are aware of current events, changes to rules and regulations, new funding opportunities and yearly approval of required Marketing Plans and budget.</p> <p>During meetings, we also have the opportunity to network with other organizations. We can compare success stories and challenges, and brainstorm new ideas.</p> <p>It is also an opportunity to educate each other and our Tourism Advisory Council members about our regions and destinations.</p>	<p>Method specific objectives:</p> <ul style="list-style-type: none"> • Attend all Council meetings, unless excused pre-meeting, for acceptable work or weather reasons. • Attend partner meetings or trainings when offered. 	\$3,000.00		
Marketing Support	Marketing/Publicity Personnel	<p>The West Yellowstone Chamber has had a marketing and public relations position for more than 15 years. We have found this position to be very efficient and cost effective. The value of the local knowledge of the community and of situations cannot be overstated.</p> <p>This position has critical marketing and public relations responsibilities including, but not limited to:</p> <ul style="list-style-type: none"> • Creation, administration, and execution of the annual marketing plan, projects and budgets for Lodging Facilities Use Tax (Bed Tax) funding. • Work closely with other marketing organizations (local, regional, MOTBD) for grants and additional funding options, as well as co-operative advertising opportunities. • Determine and sustain new markets that diversify shoulder seasons West of Yellowstone Park. • Determine social media marketing strategies, management (including content creation and placement) for social media platforms. Create, execute and oversee social media marketing advertising campaigns. • Drive internet marketing programs including SEO and SEM, website optimization, and online advertising campaigns. Content creation, content and imaging library management, for the website, social media, and other on-line programs. • Raise the level of marketing awareness and participation within our community through workshops and seminars, weekly marketing 'blasts,' bi-monthly marketing reports at Chamber (CVB) meetings, and quarterly meetings of the Chamber Marketing Committee. Work to promote MOTBD, Yellowstone Country and West Yellowstone brand messaging. • Coordination of publicity efforts including content creation and response as needed for news releases, PSA's, radio and television interviews, as well as on-line event calendars, blogs, and promotions. Organize resources and participation in media and familiarization tours. • Create and implement crisis management plans with unified public relations and community wide updates to ensure accurate, timely, and continually updated information is sent to area businesses, residents, and visitors. • Works with and directs any required professional agencies for high quality production and development of projects that require unique skills, such as developing our internet and social media framework. • Work towards integration and all aspects of funding sources available for West Yellowstone marketing. • Continued education on the newest and upcoming trends, tools, resources and information to keep Montana and West Yellowstone at the forefront of potential travelers' minds. <p>In 2018, as content creation, distribution and management has become more time consuming, we added a part-time Marketing Assistant to the staff, whose main responsibilities focused on social media, reporting and website updates. This position had been covered under Administrative Expenses, but with the reduction in new revenue in FY21, we realized that moving it under the Marketing Personnel budget line ensured the funds needed without a cap, or pulling from multiple budgets lines to fund the position. It makes it easier for reporting as well. This has given our Marketing Director the necessary time to focus on placements and new media that will serve our needs in the best possible way.</p> <p>This position includes, but is not limited to the following responsibilities in assisting the Marketing Director:</p>	<p>Because the Marketing/PR positions are held by someone who lives and works in West Yellowstone, they have a deeper knowledge of the community and its needs. They can react quickly on short deadlines and when communications are needed immediately for crisis situations. They know the members of other community partners and funding organizations and feel comfortable working on projects with multiple groups.</p> <p>Other advantages to having in-house marketing/PR personnel:</p> <ul style="list-style-type: none"> • Increase and monitor value vs. cost • Implementation of a consistent marketing strategy • Maximization of the community's image • Enhanced quality control of the brand 	We measure the success of this method by the completion of all other methods in this plan through monthly, quarterly and year-end reports.	\$83,000.00		Marketing Personnel Duties.pdf

		<ul style="list-style-type: none"> • Assist with strategic planning (including annual marketing plan), development, implementation and evaluation with Marketing Director, internal teams, clients and partners to assist in execution of the annual marketing plan strategies, methods and budgets. • Assist with research in travel trends, traveler perceptions, marketing technologies and methods of implementation • Plan and manage resources of assigned tasks according to approved budgets • Assist Marketing Director with information gathering and results for internal teams and for completion reports for Annual Marketing Plan. • Assist with promotional activities including calendar of events and FAM opportunities. • Post and update online content on the company's website and social media accounts • Help to raise the level of marketing awareness and participation within the community. • Work with administrative staff and marketing team for crisis communications • Maintain marketing and media database programs • Assist in driving internet marketing programs including SEO and SEM, website optimization, and internet advertising campaigns. Content creation, content and imaging library management, for the website, social media, and other on-line programs. • Assist in coordination of publicity efforts including content creation and response as needed for news releases, PSA's, radio and television interviews, as well as on-line event calendars, blogs, and promotions. <p>We also expect this person to continue education and training to develop on-going knowledge, skills and networks to do the job efficiently and relay new resources, tools and opportunities to our constituents.</p> <p><i>Chart of duties for positions attached.</i></p>				
Marketing Support	Fulfillment/Telemarketing/Call Center	<p>This method encompasses the cost of distribution of the West Yellowstone Vacation Planner through shipping directly from our printer, Fed Ex, drive distribution and mail from direct referrals.</p> <p>Demand for West Yellowstone's Vacation Planner by Visitors Centers around the area remains high. In 2020, we printed 45,000 copies. Quantities for the number of planners fluctuated in FY21 due to Covid-19 closures and restrictions. Some have carried over to 2021, and we anticipate it will continue to fluctuate so we will adjust our shipping accordingly.</p> <p>We consider providing information for these guests bound for West Yellowstone as an important part of our marketing efforts. We also increase our level of respect and cooperation because we build relationships with other Chambers and CVB's and we enhance their ability to help guests by providing the requested information.</p> <p>This helps us meet our goals of:</p> <ul style="list-style-type: none"> • Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination. • Continuing to expand our marketing potential by participating in partnerships with other tourism organizations. <p>It is our plan to have the following Centers included in this distribution of our Vacation Planner. Others may be included as calls are received and supplies warrant.</p> <ul style="list-style-type: none"> • Montana: Anaconda, Dillon, Big Fork, Hardin, Miles City, Big Sky, Billings, Hamilton, Boulder, Bozeman, Butte, Chinook, Cooke City, Culbertson, Ennis, Fort Benton, Gardiner, Great Falls, Havre, Hardin, Helena, Kalispell, Lewistown, Libby, Livingston, Lolo, Miles City, Missoula, Phillipsburg, Red Lodge, Shelby, Columbus, Three Forks, Whitefish, Virginia & Nevada Cities, Belgrade & Wibaux • Idaho: Coeur d' Alene, Twin Falls, Malad City, Idaho Falls, Teton Valley, Ashton, Rexburg, St. Anthony, Pocatello, Bonners Fairy, Lava Hot Springs, Stanley, Driggs, Twin Falls & MHAFB • Wyoming: Buffalo, Cody, Jackson, Dubois, Kaycee, Sheridan, Pinedale, Thermopolis • Utah: Salt Lake (multiple locations), Bear Lake Visitor Center, Bear Lake State Park, Cache Valley Visitors Bureau, Forest Service - Logan • Colorado: Grand Junction • South Dakota: Keystone 	<p>The Annual ITRR reports show Visitor Guide use still ranks high in the pre-trip planning process and even higher once visitors arrive. DMA West released a report from a study done in conjunction with Destination Analysts regarding DMO Visitor Guides that support this information as well (updated 2020-21). Some of the highlights follow:</p> <p>Reasons for Ordering Guides:</p> <ul style="list-style-type: none"> • to help plan their vacation (63%), • to review information about the destination (42.8%) • to have a guide to take on their trip (37%). • 39% ordered the guide specifically for trip inspiration. <p>Usage & Trip Behavior:</p> <ul style="list-style-type: none"> • Nearly 70% of potential visitors actually travel to the destination after receiving the DMO visitor guide • The majority of visitor guide requestors initially learn about the DMO's visitor guide on the DMO's website or through search engine results and ads, versus it being a habit to order visitor guides. • These trips are largely vacations in which the visitor stays in a hotel • 70% of these visitors characterize their trip as a vacation and 68.8 stay in a hotel. • 75% guide users had already made their destination decision when they requested the guide. • Of those that are subject to influence by the guide, nearly 90% ultimately decide to visit the destination because of the DMO's visitor guide. • 28% of those that had already made the destination decision when they requested the DMO visitor guide said the guide ultimately influenced the number of days they spent in the destination. Of this group, 71% reported having increased their intended length of stay in the city by 1.9 days on average. • 80% said they used the visitor guide as a trip planning resource before arriving in the destination and said 74.9 percent they used it in-market • The guides are largely used to select attractions and restaurants in the destination, as well as review maps. 	<p>We view the continued demand for our planners as a measurement of success. We track where and how many planners are distributed. We also track the number of emails the staff responds to and phone calls helping potential visitors.</p>	\$3,500.00	

			<ul style="list-style-type: none"> • 21% use these guides to select a hotel. <p>Content Consumed:</p> <ul style="list-style-type: none"> • attractions (73.9%) • maps (64%) • recreation (63%) • travel tips (53%) • dining (52.2%) • events (40%) • articles and features (39%) 				
Marketing Support	VIC Funding/Staffing/Signage	<p>The VIC staff is our most critical marketing product "on the ground" here in West Yellowstone. The annual ITRR report shows that the Visitor Center is utilized by the majority of visitors once they reach West Yellowstone. Our destination marketing efforts bring visitors to or through West Yellowstone via Yellowstone Park. However, our VIC staff has the ability to impact length of stay and quality of experience many times, each and every day.</p> <p>The VIC employs a year-round full-time manager and counselor, and several seasonal part time travel counselors to assist visitors. Staff spends ample time per group assisting visitors with directions, outdoor recreation opportunities, accommodations, dining and activities.</p> <p>The Lodging Facilities Use Tax Fund has always allocated a percentage of the budget to VIC support and will continue to do so. The VIC also receives funding from Yellowstone Country Regional Tourism, The Town of West Yellowstone and the West Yellowstone Tourism Improvement District (TBID). The West Yellowstone Chamber provides the required high-speed internet access, insurance, the building and building maintenance. The Town of West Yellowstone supplies restroom maintenance and supplies, lawn and parking lot maintenance in addition to staffing support.</p> <p>We will work with our partners (state, region, and local) to continue to educate our VIC staff on the social and economic importance of the tourism industry in the local area, region, and state. We will also educate the staff about the multitude and vast variety of experiences available.</p> <p>The staff will receive training on how to use our marketing tools (website, electronic resources, Vacation Planner) to best leverage all avenues of communications and promotions.</p>	<p>Statistics from the West Yellowstone VIC during FY21 to date are as follows:</p> <ul style="list-style-type: none"> • Total number of visitors to date: 60,969 • Top visiting states: CA, UT, WA, TX, ID, FL, MN, CO, OR, MT • Sold 838 Rendezvous Trail Ski Passes; over 2800 Snowmobile permits; and 253 OHV Permits • The VIC staff also answers phone calls and email requests for information <p>By having the interaction with visitors we, many times a day, increase the quality of guests' experience (i.e., an activity they hadn't known of or planned), length of stay and the potential for a return visit to the West Yellowstone area and, as well, visits by their friends and family.</p>	As per the Rules and regulations we track the number of visitors per year, the states and countries which they originate from, hours of operation and staff hours. We also track where information is requested from and leads from emails. (Referenced in the research/statistics)	\$20,000.00		
Marketing Support	Outreach	<p>As a small, rural community who relies on tourism as our number one industry, it is important to provide our businesses with current and relevant information regarding the travel industry to help them maximize their efforts and success, as well as the community as a whole.</p> <p>Prior to covid-19 in 2020, the VIC, Chamber/CVB and TBID staff have offered a half day Frontline Training seminar in conjunction with the Host Week program West Yellowstone shared with Big Sky. This had been one of the most highly attended workshops in West Yellowstone. Businesses find it necessary for their changing seasonal staff and those new to our community.</p> <p>For the 2019 Frontline training, we partnered with Flathead Community College to bring in the Customer Service Training similar to the previous Superhost program.</p> <p>With gathering sizes increased and some change in formatting, we brought the workshop back in May of 2021, offering a shorter presentation, and adding one-on-one presentations at individual businesses. We found that many employers couldn't spare the number of employees that they would like to send for a half day and asked us to attend orientation sessions. Others preferred the local content.</p> <p>The Chamber/CVB has also offered Learning Workshops throughout the winter season including customer service, marketing and other tourism related topics. In 2018, we partnered with a private business and the Yellowstone Historic Center to bring in a nationally recognized business consultant and speaker for our businesses, who also did one-on-one meetings. This was well attended, with full appointments. Many attendees implemented learnings right away, and others asked about future workshops.</p> <p>These just a few examples of what this method may help fund, but other opportunities may arise in which we would like to participate.</p>	<p>Frontline staff are in the right place at the right time to influence visitor choices and engagement in a destination.</p> <p>Turning frontline staff into marketing ambassadors for your destination can have a tremendous impact on the time and dollars visitors spend in a destination.</p> <p>Recent research:</p> <ul style="list-style-type: none"> • Visitors will act on recommendations from front line staff 85% of the time (Cornell Hospitality Research, 2017) • Word of mouth recommendations are one of the more influential sources of information (Trip Advisor Research, 2018) • "A personal recommendation" was the #1 most cited reason travelers gave when asked, "What prompted you to start thinking about your most recent trip?" (Trip Advisor Research, 2018) <p>In past years, over 100 participants have come to the Local Front-line training offered each spring. The Chamber's learning workshops have also had 20-30 participants. Customer service and front-line training are important to our local businesses. Our small business owners cannot afford to travel, and often the time of formal training workshops, therefore rely on the information we can provide them.</p> <p>Currently our Marketing Director sends out a weekly email with community information and current marketing trends and tips which has an open rate of over 30%. Along with TBID, we have provided a time for local information in conjunction with the Frontline training, which employers find valuable for their summer staff.</p>	We measure success by number of attendees and leads collected per event.	\$500.00		
		We are often confronted by unanticipated challenges including natural disasters that require crisis management. Events beyond our control including government policy changes, road construction, wildfires,					

Marketing Support	Crisis Management	<p>and covid-19 have caused us to create -accurate information releases and documents with such things as alternative routes and activities for our frontline staffs.</p> <p>In the event of any of these unexpected situations, we need to proactively implement a crisis management process that we have created and successfully used in the past. This could include additional unanticipated expenditures including increasing hours of marketing publication relations and other support staff during the crisis. We may also need to hire additional staff for the Visitor Information Center to distribute bulletins door-to-door to local businesses.</p> <p>Our crisis management plan includes, but is not limited to these components:</p> <ul style="list-style-type: none"> • Coordination with all agencies to have effective input in all press releases. • Update relevant website content, including highlighted stories in the "news section" of the home page on our own website, Facebook and Twitter accounts. <i>Note: it is critical to have updates in place early in the morning and throughout the day as situations are updated or changed.</i> • Issue news releases if needed. • Website content and news releases could contain the following: <ul style="list-style-type: none"> ◦ Overview related to visitors ◦ Specific information on the incident (location, size, containment, closures, evacuations, air quality) ◦ Information on major road closures, alternative routes, major roads that are still open ◦ Areas, attractions, and activities that are still available ◦ Phone numbers and websites for additional information • Coordination with Yellowstone Park, the USFS, Yellowstone concessionaires, and other partners to have an effective communication channel for all Yellowstone guests. • Aid with organizing and conducting public meetings. • Create and distribute notices to local and area businesses to better assist with their guests. • Distribute appropriate information to key tourism contacts including MOTBD, Wyoming Travel, Idaho Tourism, Yellowstone Country, other appropriate countries, appropriate Chambers and CVB's including organizations in neighboring states of Idaho and Wyoming, and the Salt Lake Utah area. • Coordination with media including radio and television, news services. Coordination of radio Public Service Announcements if needed (PSA's). • Door-to-door distribution of informational materials to frontline staff at local businesses. 	<p>As evidenced with the Yellowstone River Closure in 2016 and wildfires in Glacier Country in 2017, road closures due to storms or accidents, and now outbreaks of illness, we need to be able to react quickly when faced with the unexpected natural disasters or closures of Yellowstone Park to visitors.</p> <p>The creation of a covid-19 updates page on the DestinationYellowstone.com website was crucial for our local residents, businesses and potential travelers, with over 60,000 visits since its creation and #2 in traffic behind our homepage.</p> <p>There is only a limited window of opportunity, so the need is high to be nimble and effective in order to increase our possibility of retaining visitors and potential visitors when things happen that are out of our control including natural disasters like wildfires, or government inflicted budget cuts or shut downs.</p>	<p>We track the use of printed materials by our businesses, sharing of our content on social media platforms and email opens when utilizing this method.</p>	\$100.00		
Publicity	Fam Trips	<p>Public relations are a key role in maintaining West Yellowstone's position as a top destination for travelers to Yellowstone Park and southwestern Montana. Public relations challenges for FY22 will still derive from known factors like the Coronavirus, and possibly unanticipated ones as well. We are allocating funds to help aid in our communications with potential visitors and those who are already planning their trip to West Yellowstone should the need arise.</p> <p>We will incorporate press promotions/releases into our overall marketing plan to enhance and support traditional methods. This may include paid press release distribution to increase our market reach on a national and international scale.</p> <p>Prior to covid-19, we consistently received requests from tour companies/operators, media, independent film companies, Yellowstone Country, and MOTBD for support of Press/FAM Trips. We will see these trips start to resume as travel opens up again later in 2021 and beyond.</p> <p>Many of these were related to Yellowstone National Park and others were looking for unique and off the beaten path ideas for itineraries. We evaluate each request to see if there is a direct benefit for West Yellowstone and if they meet our criteria. We like to allocate some funds -to appropriate opportunities when they present themselves. Part of the partnership with Visit Utah includes a FAM/press trip component, so we would like to have a budget to accommodate that, as it directly benefits West Yellowstone.</p> <p>We continue to utilize an application format for potential media and influencers which they must fill out to see if they meet pre- determined criteria. This also gives us insights into the writer's reach and strong platforms. It helps to weed out those with committed assignments from those who just want a free trip to Yellowstone. We ask that all media and FAM participants utilize our social platforms with hashtags and tagging our pages. As articles and blogs are published, they are required to provide samples, links and stats to help us determine ROI.</p> <p>Funds devoted to this strategy will also allow us to create accurate and complete press kits for participants.</p>	<p>In the past we have supported MOTBD, Yellowstone Country Region and other trips. These operators and press have provided West Yellowstone with chances to put our best foot forward and make important networking connections. We know that these trips and tours can be very beneficial for West Yellowstone and Montana. Digital and social media has made it easier to track ROI. With the growth in international travel and even some regions in our area like Northern Utah, having professional and reliable representation by operators and media will be beneficial to our town and area. Digital FAM and influencer trips have become even more popular and beneficial to DMO's during the pandemic, so we may pursue this as well.</p> <p>Benefits of influencers and bloggers include:</p> <ul style="list-style-type: none"> • These established writers already have opt-in audiences • Their audiences find them as credible references and value their reviews, tips and insights • Allows for niche marketing • Boosts SEO through credible back links and increased traffic • Generates relevant leads • Aids in content strategy with a flow of fresh content 	<p>Specific metrics for this method include:</p> <ul style="list-style-type: none"> • Hosting atleast 1 influencer where content and images are created for our use in marketing • Hosting atleast 1 FAM 	\$5,000.00		
Research	Product Development	<p>Research plays a major role in affirming our planning efforts are on target and analyzing how our campaigns are performing. Making sure we have the right data, statistics, and tools is important to West Yellowstone's continued success.</p> <p>Our accomplishment depends on the success of the tourism industry in Montana as a whole and solid research, statistics and reports help us stay on track.</p> <p>We plan to use several sources of research to aid us to plan and strategize our promotion efforts. We measure and analyze data from our past and current efforts as well as look to professional individuals and organizations such as Montana Institute for Tourism and Recreation Research, Destination Marketing Association West, Destination Think, NSight, Google and others.</p> <p>In FY22, Destination Yellowstone, inconjunction with local partner organizations, would like to Destination Development Association's Community Assessment and Plan program to help us identify strengths,</p>	<p>Data helps us understand a visitor's purchasing and travel patterns and gives us aggregated behavior insights about particular demographics. It can shine light on customers' choice of travel destinations and times. Techniques like web scraping and social media listening can help us analyze the electronic Word- of-Mouth (eWOM) of various services and products. Data can help DMOs get a thorough picture of the market, competitive strategies and the brand performance.</p> <p>According to careertrend.com, marketing research allows tourism organizations and businesses to gather and consolidate information reflecting customer satisfaction,</p>	<p>For this project we have the following goals and metrics:</p> <ul style="list-style-type: none"> • To have participation from 13-15 community representatives for the core team • Create a 2 yr action plan with items we can 	\$25,000.00		

	<p>weaknesses and direction moving forward in our recovery. The Destination Assessment is a week-long in-depth photographic look at your community through the eyes of a first-time visitor, offering an objective view of what a visitor sees and experiences while in your community: from the initial planning to on-the-ground exploration. After a third-party analysis, community meetings and workshops, we will have a 24-month action plan. Link to information packet: https://www.dropbox.com/s/bwmwjdid9smsvzyz/MT_West%20Yellowstone_RocoveryAssessmenthighres.pdf?dl=0</p>	<p>wants and needs. In addition, it can also provide statistics on customer's number of visits, profiles and characteristics. The research can also measure which facilities and activities are very popular among tourists and which areas of offered services need improvement. DMOs are also able to know how effective advertising strategies are in attracting visitors.</p>	<p>start to implement immediately</p> <ul style="list-style-type: none"> • Have information needed to create a tourism master plan 			
						\$398,793.00

Marketing Method Budget

Marketing Segment	Marketing Method	Bed tax funded budget
Consumer	Website/Internet Development/Updates	\$40,000.00
Consumer	Joint Ventures	\$5,000.00
Consumer	Multi-Media Marketing	\$115,000.00
Consumer	Print Advertising	\$5,000.00
Consumer	Online/Digital Advertising	\$5,000.00
Consumer	Social Media	\$5,000.00
Consumer	Electronic Adv - Newsletter, E-blast	\$5,000.00
Consumer	Radio & Television Advertising	\$1,000.00
Consumer	Printed Material	\$3,000.00
Consumer	Photo/Video Library	\$22,000.00
Consumer	Opportunity Marketing	\$170.00
Consumer	Travel/Trade Shows	\$7,523.00
		\$213,693.00
Marketing Support	Administration	\$45,000.00
Marketing Support	TAC/Governor's Conference meetings	\$3,000.00
Marketing Support	Marketing/Publicity Personnel	\$83,000.00
Marketing Support	Fulfillment/Telemarketing/Call Center	\$3,500.00
Marketing Support	VIC Funding/Staffing/Signage	\$20,000.00
Marketing Support	Outreach	\$500.00
Marketing Support	Crisis Management	\$100.00
		\$155,100.00
Publicity	Fam Trips	\$5,000.00
		\$5,000.00
Research	Product Development	\$25,000.00
		\$25,000.00
		\$398,793.00

Miscellaneous Attachments

Description	File Name	File Size
FY22 Pie Charts	FY22 Pie Charts.pdf	257 KB
Pie Chart % Segments	FY22 Pie Charts_Segments.pdf	199 KB

Reg/CVB Required Documents

Reg/CVB Required Documents

Description	File Name	File Size
Required Documents	Required Docs Signed.pdf	589 KB

