



Grant Details

108656 - FY22 Region/CVB Marketing Plan

113968 - FY22 Yellowstone Country 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?

PURPOSE: The sole purpose of Yellowstone Country Montana, Inc. (YC, YCMI) is to promote the five-county region (Gallatin, Park, Sweet Grass, Stillwater, and Carbon) of Montana as a year-round destination for leisure and business travelers. Home to Yellowstone National Park, laid-back Montana towns, and acres of unspoiled outdoor recreation, Yellowstone Country Montana beckons!

Yellowstone Country Montana is a nonprofit organization dedicated to marketing five central Montana counties (Gallatin, Park, Sweet Grass, Stillwater, and Carbon), as well as Yellowstone National Park, to resident and nonresident visitors, while encouraging respect for our outstanding natural environment and quality of life.

Yellowstone Country Differentiator: The "Beyond Yellowstone" experience that can be found throughout the YC region; the primary reason people come to Montana is to visit Yellowstone National Park; however, once (or in addition to) they visit the park, we encourage them to head north, west, or east to experience what the region has to offer outside the park. Visiting the world's most famous national park is a must for many people, but Yellowstone Country's purpose and mission is to broaden the experience to encompass what can be found in Montana's south-central region bordering the park.

COVID-19 Pandemic: Our FY 20 and FY 21 strategy for marketing during the pandemic has been a phased approach. During the early stage, when everything was at a standstill, we paused nearly all advertising

efforts from March-June. Once the quarantine/travel mandates were changed, we entered the phase of promoting safe, responsible travel, and our creative messaging depicted that throughout the remainder of 2020. Our marketing outreach was geared toward resident travel and regional drive markets. As we moved into 2021, we began implementing our planned winter & warm season campaigns, keeping the safety focus, but broadening the message to encompass recreating in the region safely & responsibly, yet still have a great experience.

There is pent up demand to travel, and MT is a desirable location for travelers. Our strategy for recovery in FY 22 is to try to steer that demand in a way that helps to protect our residents and our natural assets, but still invites people to the region. We will use focused messaging that addresses safety, intimacy & storytelling so we are helping visitors to adapt their experiences to fit better with a healthy lifestyle & healthy environment. It's not just heads in beds—we want to share our local culture with our visitors & have them buy into it. We'll be implementing facets of this strategy appropriately into our consumer engagement (media campaigns, social media efforts, etc.), and will work to have community engagement & support behind our efforts.

STRENGTHS

Yellowstone Country's core strengths include its main scenic attractions—Yellowstone National Park and the Beartooth All-American Road—as well as countless cultural and recreational opportunities.

- Yellowstone National Park and its Gateway Communities: Three of the five entrances to YNP are in YC, including the only year-round entrance at Gardiner, the northeast entrance at Cooke City/Silver Gate and the most-accessed entrance at West Yellowstone. All the amenities, but small Montana community charm and authenticity one would expect.
- Scenic Drives: Picturesque routes will take travelers up to high mountain vistas, along country backroads, or winding through our charming communities. Whether it is staying on blacktop and meandering along Paradise Valley's River Road, climbing the switchbacks of the Beartooth All-American Road, traversing a bumpy gravel road just to get a closeup view of Fairy Lake, or checking out small, off-the-beaten-path communities such as Bridger, Clyde Park and Willow Creek, there is a scenic way to get there!
- Alpine Ski Resorts: Bridger Bowl, Big Sky and Red Lodge Mountain are three of the top ski resorts in the state. Skiing the bowls at Bridger, vertical terrain at Big Sky, and deep powder at Red Lodge Mountain offer different experiences, but, with only a couple hours' drive between resorts, there's ample opportunity to ski at all of them.
- World-Renowned Snowmobile Areas: Cooke City, West Yellowstone, Gallatin River Corridor – Cooke City snowmobiling can start in early November and can end in late June or July and is famous for late riding where winter snow conditions can often be seen in the late spring. With its proximity to Yellowstone National Park and the Gallatin National Forest, West Yellowstone is the mecca of snowmobiling options. In the Gallatin National Forest, over 135 miles of groomed trails are open from December 1 to March 31, with a wide range of terrain and plenty of natural beauty. When it comes to snowmobiling in the YC region, sledders come for the spectacular, breathtaking scenery.
- Nordic Skiing: Nordic Centers and many miles of groomed trails can be found throughout the region. Montana's Yellowstone Country is a Nordic utopia—West Yellowstone's Rendezvous Ski Trail, Boundary Trail, Riverside Ski Trail and Bozeman's Crosscut Ranch, Big Sky's Lone Mountain Ranch and Red Lodge Nordic Ski Center. Additionally, the five Montana counties that make up Yellowstone Country are crisscrossed by literally thousands of kilometers of skiable terrain, much of it augmented with established Nordic trails. Over-the-snow tours and Nordic skiing in the world's first national park enable visits to areas otherwise inaccessible. And what's better than gliding across a super volcano?
- Culture and History: From Native Americans and dinosaurs to mining, ranching and mountain men, the region offers a unique blend of history and today's modern world. The Lewis and Clark Trail runs through the region from Three Forks to Park City, and the historically significant Bozeman Trail covered much of the area. Yellowstone Country is a partner in the statewide Montana Dinosaur Trail, with Museum of the Rockies being an anchor facility. Tippet Rise is a world-class sculpture and music venue. Lifestyle Culture: Western way of life that includes rodeos plus working and guest ranch experiences. Foodies and brewery/distillery aficionados will find the area a hot spot of great venues to satisfy them. Although there is no Indian reservation land in the YC region, many of the American Indian tribes were in the area, with the original Crow Agency site, Madison Buffalo Jump and Headwaters of the Missouri all holding significant cultural and historical value for Indian Country.
- Montana State University: Having the university in the region is a huge asset; MSU holding concerts, sporting events, concerts, etc. brings many resident & non-resident visitors to the area. Additionally, a large portion of the student body, faculty & staff choose to be here for the outdoor recreation way of life, so in essence, they are also a demographic & psychographic target market for us.
- Annual Events: Local festivals and events, such as the Manhattan Potato Festival and the Big Timber Fiber Fest, abound; farmers markets, fairs, community rodeos, Independence Day celebrations and countless other events, including long-running events, fill the calendar here. For winter enthusiasts, there are winter events such as Bozeman's Ice Festival, skijoring in several locations and winter carnivals at ski resorts.
- Outdoor Recreation: The region abounds with year-round outdoor recreation opportunities—Alpine and Nordic skiing, snowmobiling, wildlife viewing (in and around Yellowstone National Park), water recreation (fishing, boating, rafting, kayaking, swimming), ice climbing, hiking, snowshoeing, and soaking in one of the region's hot springs are just a sampling of the ways to recreate in Yellowstone Country.
- Destination Lodging and Meeting Facilities: Several communities in the region have properties and facilities that can accommodate small to mid-size meetings and conventions. Bozeman and Big Sky also have full-service entities with the capacity to host larger groups.
- Bozeman Yellowstone International Airport: As the busiest airport in the state, BZN offers the most direct flights and easy access to the entire region. BZN continues to be the busiest airport in the state, and new and expanded service is added every year.
- Open Lands: Yellowstone Country features public access to BLM lands, Forest Service land and national parks, all just a short distance from any point in the region.
- Four Montana State Parks-provides recreation and culture/history: Cooney Reservoir is a premier outdoor/water recreation venue, and Missouri River Headwaters and Madison Buffalo Jump state parks are well known for both outdoor recreation and culture/history. Greycliff Prairie Dog Town State Park is unique and fun for family recreation. There are also camping, and RV options located at or nearby the parks.
- Regional Partnerships: Yellowstone Country maintains close ties with both public and private sector partners throughout the region, which enables us to better promote an area or activity based on the needs and wants of the locals. Whether it's working with management and concessionaires in YNP or partnering with a small community business to host a journalist, these partnerships are the key to our success in promoting this region as an authentic place where residents and visitors alike want to spend time.
- Statewide Partnerships: Partnering with MOTBD and the other Regions/CVBs for specific Joint Ventures has always been an integral part of YC's strategy. Additionally, partnering with state agencies and other entities remains a priority. We will continue to work with the Montana Film Office, Montana State Parks, etc. as opportunities present themselves.
- Ease of access: 30 nonstop flights in 20 states, 10 airlines, I-90 access

OPPORTUNITIES

- Seasonality: While this is also a challenge, seasonality presents an opportunity to develop and/or grow our tourism product in the very distinct seasons. Winter in Yellowstone Country continues to grow, and in places like Big Sky, it is the "premier" season; however, there is still ample room for growth in winter. There is also opportunity to promote the spring and fall seasons to Montana residents, empty-nesters, and singles.
- Opportunity to entice a younger demographic: those looking for endless outdoor recreation and rich cultural experiences.
- Increased air service opens new markets—having new service to geographic areas where YC has not previously marketed, such as Oakland, Austin, Charlotte, and south Florida.
- Outreach and education for both residents and nonresidents: An opportunity exists to implement an ongoing outreach messaging program to help travelers to the region better orient and educate themselves using the Montana Aware and/or our own Play it Safe campaign as a basis to build an awareness factor into the marketing mix.
- The opportunity to increase length of stay by visitors is very viable, as evidenced by ITRR's 2020 nonresident visitor data; we're doing well, but we can do better.
- We have an opportunity to foster cross-promotion partnerships with other areas of the state, which could help spread visitation, so it is less concentrated in specific communities/regions.

CHALLENGES

- Inclement Weather Conditions/Natural Disasters: Wildfire, floods, etc.
- Climate Change: Affects recreation (such as fishing), the economy (tourism-related jobs) and our environment.

- Transportation Issues: Public transportation, seasonality of service.
- Economic Climate: Reduced promotion funding, recession, etc.
- Infrastructure: As the number of visitors increases, infrastructure issues are a concern.
- Crowding/Overuse in YNP: Real or perceived over-capacity issues.
- Seasonality: Weather, amenities/service availability and staffing all have an impact on the potential growth of shoulder seasons.
- Increasing diversity and frequency of international visitors who may not be familiar with the outdoors or related challenges such as weather, distance, and access. Additionally, there may be language and currency barriers.
- Competition: Travelers can choose any destination in the competitor set, so it is a challenge to make sure we give them valid reasons to choose this destination.
- Public Health Issues: Including COVID-19 and other communicable viruses.
- Workforce issues: Wages, housing, availability, etc.

MONTANA BRAND PILLARS

YC aligns effortlessly with Montana's Brand Pillars. There is an abundance of spectacular, unspoiled nature. Given the multitude of recreational options, the region certainly meets the definition of offering breathtaking experiences. As with the majority of Montana, our communities are known for having friendly, hospitable people who work hard to help make a visitor's experience one to remember.

SPECTACULAR, UNSPOILED NATURE Yellowstone Country is anchored by two major iconic destinations: Yellowstone National Park and the Beartooth All-American Road (BAAR). Custer-Gallatin National Forest, Absaroka-Beartooth and Lee Metcalf wilderness areas, BLM areas and city/county trail systems are all within a short distance from population centers, so one can be in any community in the region and truthfully say they are "surrounded by spectacular, unspoiled nature." YC is one region in the state that presents visitors both spectacular mountain vistas with panoramic valleys and sweeping, wide-open plains just a short distance apart.

BREATHTAKING EXPERIENCES BY DAY, RELAXING HOSPITALITY AT NIGHT as the Montana region that borders Yellowstone—America's first national park—there's something for both the adventurous and those who prefer the quiet side of the outdoors. Whether that includes hitting the ski slopes and trails, soaking in natural hot springs, camping in any season (and in any style of lodging), or exploring the great outdoors by hiking, mountain biking, snowmobiling or even dogsledding, Yellowstone Country has it all.

The region has a multitude of art galleries, nature centers, museums, and historical sites. Local attractions, festivals and events offer fun opportunities for visitors to immerse themselves in community culture, whether it is attending a rodeo, taking in a lively music festival, participating in and/or watching an exciting winter ski or snowmobile event or just spending time taking in the surroundings.

VIBRANT, CHARMING SMALL TOWNS THAT SERVE AS GATEWAYS Showcasing the region's diverse, welcoming communities is an integral part of YC's marketing strategy. Each place has a unique local culture that makes it stand apart from neighboring towns. Explore Gardiner, Red Lodge, Cooke City, Livingston, Bozeman, Big Sky, West Yellowstone, and every town in between. There are hidden (and not-so-hidden) gems for experiencing local community hospitality. These communities are the gateways to those incredible adventures that await!

Describe your destination.

ITRR's 2020 Non-resident Data shows that visitors spend an average of 5.82 nights in MT, of which, **65%** of those nights (3.78) are spent in the Yellowstone Country region. Their primary reason for visiting MT (55%) is vacation/recreation/pleasure, the #1 attraction is Yellowstone National Park, and the top activities visitors are participating in while in this region are: scenic driving, day hiking, wildlife watching, nature photography, camping/RVing, visiting local breweries, visiting historical sites, skiing/snowboarding, and fishing/fly fishing. These visitors are attracted to YNP, mountains & forests, open spaces, and outdoor recreation opportunities. **These are the very attributes Yellowstone Country is known for!**

Direct marketing campaigns and each of the associated marketing tools/resources (website, social media platforms, travel planner and scenic map, etc.) are all highly integrated, providing the right information at the right time during the inspiration, orientation, and facilitation phases of trip planning.

INSPIRATION

YC will leverage its hashtags/taglines to embody the spirit of visitors: **#BoldlyGoMT**, **#BeyondYellowstone**, **The Yellowstone you haven't seen yet**, and **Winter is Waiting** in our advertising and publicity efforts. Additional messaging may be used in FY22.

Marketing Campaign messaging and imagery is specifically designed to address the Inspiration phase to targeted audience segments. This messaging inspires visitors to view themselves in this experience, and their destination, through the lens of Montana's brand...free-spirited, adventurous, genuine, and captivating.

CONSUMER ADVERTISING:

- Online/Digital
- Print
- Video/Photography
- Website/Electronic
- Webpage Marketing/SEO/SEM
- Joint Ventures
- Travel Guide
- Printed Materials
- G2G Content

PUBLICITY:

Media Outreach

- Press/Influencer FAM Trips
- Email Marketing
- Blogging

ORIENTATION AND FACILITATION

The Yellowstone Country website, call center, travel guide and scenic road map are the primary resources for helping travelers with the orientation and facilitation phases, although all have functions during the inspiration phase as well. These innovative resources are designed to make the travel planning process as easy and efficient as possible.

- Website
- Travel Guide
- Scenic Road Map
- Call Center
- Visitor Information Centers Support
- DMO training/support
- Community Outreach

Optional: Include attachments here

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

YC identified a core group of target audiences in FY17 and has continued marketing to them in subsequent years, while also adding in new markets identified through evaluation of research data, campaign tracking, social media analysis, locations where there's new/increased air service to Montana and media outreach.

TARGET MARKETS

In FY22, primary geographic markets include:

Pennsylvania (*Philadelphia)

California (Los Angeles, *San Diego, *San Francisco, Orange County)

Illinois (*Chicago)

Oregon (*Portland)

Colorado (Denver)

Texas (*Dallas/Fort Worth, Houston)

Georgia (*Atlanta)

Minnesota (Minneapolis/St. Paul)

Washington (Seattle)

Utah (Salt Lake City)

Massachusetts (Boston)

New York (New York)

Tennessee (Nashville)

These markets were identified based on FY21 inquiries (including website inquiries, live chats, and incoming calls) as well as VisaVue data and emergence of new direct flight markets.

*Asterisk locations represent press event focus areas in FY17, FY18, FY19. (FY20 events canceled due to COVID-19.)

In FY22, secondary geographic markets include:

Saskatchewan, Canada

Alberta, Canada

British Columbia, Canada

These markets were identified based on FY21 inquiries (including website inquiries, live chats, and incoming calls) as well as VisaVue data.

***Due to COVID-19, our focus will be domestic travel, so we would only implement advertising in the secondary markets if the budget did not have the expected decreases.**

Key Demographic Markets for Yellowstone Country:

City dwellers (i.e., not rural, not suburban)

Affluent with a household income over \$80k

Well-educated

Married with children

These characteristics were identified based on Destination Analysts reporting.

Key Psychographic Markets for Yellowstone Country:

Social Class - middle to upper class (in terms of disposable income)

Lifestyle - active, outdoor-recreation oriented, frequent travelers

Opinions - interested, but primarily influenced by the desire to experience things for themselves

Activities and Interests - outdoor activities, history and culture, foodies

Attitudes and Beliefs - environmentally conscious, adventurous spirits, like nature

Technology-savvy - using mobile devices in all stages of planning and travel

Families – Family travel

These characteristics were identified based on Destination Analysts reporting.

b. What are your emerging markets?

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NICHE & EMERGING MARKETS

In-State Residents

If budget allows, we will create in-state 'staycation' campaigns for Montanans, promoting the spring and fall shoulder seasons. Messaging will encourage locals to take advantage of Montana's beauty and adventure, all while escaping the crowds of peak seasons. FY19 and FY20 included specific digital advertising campaigns for in-state travelers. Should budget allow, we will look at including continued in-state traveler outreach in FY22.

Due to COVID-19, marketing to our in-state travelers will take on a higher priority than in years past. Top industry research companies such as Destination Analysts, Adara and the US Travel Association are all pointing to drive markets as being the travel segment that is most likely to return first. In the weekly research summary the week of May 10, DA showed that research respondents indicated they would take a driving trip for 3 to 5 days and would travel distances of up to 400 miles. This points to Montana residents as being a key target market for us in the wake of COVID-19, since travelers coming from other regions of Montana to Yellowstone Country would likely be traveling within that distance parameter.

The focus of our marketing efforts to both in-state and regional drive markets (WY, the Dakotas, UT, ID, WA, etc.) will be to promote outdoor recreation in conjunction with the hospitality component; there is a significant opportunity to push the message that we have uncrowded (i.e., relatively SAFE) places to recreate and experience what the region has to offer.

A subset of the in-state audience is visiting friends and family members. This group is less likely to require the full spectrum of tourist services (i.e., hotels and restaurants), but highly likely to show interest in experiencing Yellowstone Country. Family members visiting students at MSU and UM are a special segment to consider in this group.

Family Travelers

Family travel is a growing market to all of Montana, and Yellowstone Country is no different. According to ITRR, in 2020 travelers with their immediate family amounted to 7.8% of all nonresident visitors to the region. In 2019, that number was slightly higher at 8.2%. Yellowstone Country's natural attractions and proximity to Yellowstone National Park make it a likely fit for family vacationers. Yellowstone Country would look at the creation and promotion of a family fun guide geared specifically for family travel audiences in FY22.

Western Ski Audiences

Direct marketing to alpine, cross-country & backcountry skiers who frequent western ski resorts (i.e., Colorado and Utah), in addition to a continued presence in select markets, promoting YC's accessibility and adventure. FY17, FY18, FY19 and FY20 all included heavy print, digital, social media and video campaigns aimed at western ski audiences. FY22 will include that as well, including more video creation and itinerary building on the Yellowstone Country website.

History Audiences

Travelers are often natural history lovers, with a yearning to learn about the world, its people, places, and cultures. History ties so much together, and with a guide along the way to help make connections, historical facts and stories have a greater emotional impact. According to ITRR 2018 nonresident data, 17% of visitors to the region are visiting museums and 20% are visiting other historical sites. This represents a significant increase over previous years; this is an emerging and/or growing market for us. FY20 addressed this audience in the Glaciers to Geysers joint venture with Glacier Country. Should budget allow, FY22 would include continued promotion of this project with the possibility of added partners and projects.

Motorcyclists

Motorcyclists are a growing niche market that provides ample opportunities for targeted messaging within the region, and potentially in partnerships with neighboring regions. Opportunities include itineraries and maps featuring unique and appealing roadways, targeted media buys and a combination of in-state (drive) and out-of-state (fly-ride) messages. FY19 included the creation of motorcycle-specific targeting with the Glaciers to Geysers joint venture with Glacier Country. FY20 included videography and photography specific to motorcycling to be used in future campaigns, while the Glaciers to Geysers project included continued promotion to this audience.

Snowmobilers

Snowmobiling continues to expand in popularity and attract new audiences. Between guided trips and the option to go sled on your own, there is something for everyone. Snowmobiling campaigns could be focused within the region, or potentially in partnership with other regions. Similar to the motorcycle audience, snowmobile campaigns could include itineraries, maps, targeted media buys and a combination of in-state (drive) and out-of-state (fly-ride) messages. FY19 included the creation of snowmobile-specific targeting with the Glaciers to Geysers joint venture with Glacier Country. FY20 included videography and photography specific to snowmobiling to be used in future campaigns, while the Glaciers to Geysers project included continued promotion to this audience.

Birding Enthusiasts

Birding has become a valuable niche activity, and there are plenty of locations within the region, and in neighboring regions, that continue to draw this group. One potential way to capture this audience would be to create a map of birding locations, such as the Missouri Headwaters State Park, and events such as Bridger Bowl's Raptor Festival in October.

Detailed information could be provided by break-out maps of specific locations within the larger map. This could be accomplished within the region, or with partner regions, ideally expanding to a state-wide birding map over time. FY20 included the updating of our birding-specific information on our website. Should budget allow, FY22 would include the creation of a birding guide.

Military Families

Military families and bases present a unique niche marketing opportunity as well. Due to the nature of their work, military families often travel at various times throughout the year (not necessarily restricted to standard summer and winter trips) and tend to take longer vacations in comparison to citizen families. In addition, bases often provide news and communication outlets unique to bases, providing targeted channels to reach this group. There is an opportunity to test this niche marketing with an in-state audience at the Malmstrom Base. Again, this could be a project within the region or with partnering regions. FY20 included the partnership of Megan Wristen, an influencer and travel writer who has a big following with military families. She spent four days on a familiarization trip in September of 2019 in the Yellowstone Country region. Should budget allow, we would look at additional ways to target this audience in FY22.

Craft Beverage Enthusiasts

Craft beverage venues (breweries, distilleries, wineries, cideries) have a growing following and are found frequently throughout Montana. A targeted campaign could be considered for a craft tour, for instance. FY19 included the partnership of Reed Ramsay, an influencer and travel writer who has a big following with craft beer enthusiasts. He spent a week on a familiarization trip in October of 2018 in the Yellowstone Country region. Should budget allow, we would look at additional ways to target this audience in FY22.

Foodies

Promoting the region's best restaurants to travelers who are interested in fine dining, unique dining experiences and Montana's hospitality. Should budget allow, we would look at ways to target this audience in FY22.

Entertainment Seekers

If budget allows, we will capitalize on visitors who are coming to Montana for entertainment purposes (i.e., concerts, festivals, rodeos, etc.), encouraging them to extend their visit to include time exploring Yellowstone Country. As new venues, such as Bozeman's historic Rialto Theatre, continue to sprout up, additional audiences will be drawn to Yellowstone Country for entertainment. A new music venue, The Elm, is set to debut in Bozeman in December 2020. Should budget allow, we would look at ways to target this audience in FY22.

Western Culture Seekers

With a wide variety of ranch-style accommodations spanning from working dude ranches to five-star venues, there are ranches to suit every visitor's idea of the perfect western vacation. Similarly, outfitters provide hands-on, genuine experiences in Yellowstone Country. With many visitors drawn to an authentic Montana experience, ranches and outfitters provide another means to reach a niche audience. Plans have already been discussed to include additional videography and photography for rodeos in FY22, and should budget allow, we would look at additional ways to target this audience in FY22.

International Visitors

Due to the uncertainty of international travel to the area because of COVID, we will be reassessing this as an emerging market later in the year; if we feel the market conditions are favorable, we will develop a marketing strategy & campaign focused to this audience.

Urban Areas

Marketing campaigns aligning with press events. Selecting urban areas of focus in relation to identified key markets. At a state level, anticipated markets include return trips to additional urban areas in California and Texas, in addition to new markets in New York, Pennsylvania and Minnesota.

Direct Flight Markets

Continuing to deal with the pandemic impacts is challenging; at the time of this submission, Bozeman Yellowstone International Airport reports that on an annual basis, BZN passenger traffic was down 43.5% in 2020. This compares to a national decline of 60.7% as reported by the Transportation Security Administration across 440 U.S. Airport. However, since there are some indications that consumers are starting to resume regular air travel; we intend to continue our digital and programmatic outreach in our identified fly markets. Our strategy will be to create awareness around direct flights and entice travelers to consider Yellowstone Country as their next destination.

Current Direct Market Flights include:

Atlanta	Austin
Boston	Charlotte
Chicago	Dallas/Fort Worth
Denver	Detroit
Fort Lauderdale	Houston
Las Vegas	Los Angeles
Minneapolis/St. Paul	Nashville
Newark	New York (La Guardia and JFK)
Oakland	Philadelphia
Phoenix	Portland
Salt Lake City	San Francisco
Seattle/Tacoma	Burbank

Optional: Include attachments here.

c. What research supports your target marketing?

Yellowstone Country analyzes available data from the following resources:

- Destination Analysts
- nSight
- VisaVue
- Arrivalist (shared by partners)
- AirDNA
- Skift
- RMI
- USTA
- MLHA/STR
- VICs
- Internal Campaign Analysis
- Research/Surveys
- MOTBD/Regions/CVBs/Local Chamber Data
- Bozeman Yellowstone International Airport
- Montana Tourism Data-Card Spend report (on marketmt.com)

According to ITRR's 2020 non-resident data, visitors spend an average of 5.82 nights in MT, of which, **65% are spent in the Yellowstone Country region! Re ITRR report, some relevant stats for visitors to the region:**

- 69% repeat visitors
- 18% unique visitors
- 87% plan to return within 2 years
- 73% of visitors to the region have an income \$75,000 or greater
- 55% are here for vacation/recreation/visiting family & friends
- 10% of the travelers coming to MT come via air travel into BZN
- 10% of visitors enter MT via Reynolds Pass, 7% through West Yellowstone and 6% through Gardiner

Activities: (re ITRR)

56%	Scenic driving	51%	Day hiking
37%	Wildlife watching	32%	Nature photography
26%	Car / RV camping	24%	Visit local brewery
23%	Recreational shopping	15%	Visiting other historical sites
12%	Skiing / snowboarding	11%	Fishing / fly fishing
9%	Bicycling	9%	Visiting Lewis & Clark sites
8%	Visiting museums	8%	Dinosaur attraction
7%	Canoeing / kayaking	7%	Visit farmers market
6%	Mountain biking	6%	River rafting / floating
5%	Birding	5%	Visit local distillery
4%	Viewing art exhibits	4%	Motorboating
4%	Cross-country skiing	3%	Sporting event
3%	Snowmobiling	3%	Motorcycle touring
3%	Snowshoeing	2%	Rock climbing
2%	Horseback riding		
2%	Golfing	2%	Backpacking
2%	Attend wedding	2%	Road / tour bicycling
2%	Rockhounding	2%	OHV / ATV
1%	Geocaching	1%	Attending festivals or events

Sites Visited While on Trip:

71%	Yellowstone National Park
16%	Other Montana State Parks
16%	Hot Springs
11%	Grizzly and Wolf Discovery Center
8%	Museum of the Rockies
6%	Ghost Towns
5%	Missouri Headwaters State Park

Visitor Residency:

13%	Washington	11%	Minnesota
10%	California	8%	Idaho
8%	North Dakota	5%	Texas
4%	Wisconsin	4%	Utah
4%	Wyoming	4%	Colorado
3%	Illinois	3%	Oregon
2%	Michigan	2%	Nevada
2%	Oklahoma	2%	Pennsylvania

Re ITRR 2019 Non-Resident Expenditure report for Yellowstone Country:

- Restaurant, Bar \$229,065,000
- Rental Cabin, Condo \$58,710,000
- Outfitter, Guide \$210,579,000
- Made in MT \$21,554,000
- Gasoline, Diesel \$204,311,000
- Campground, RV Park \$13,360,000
- Hotel, Motel \$151,090,000
- Misc. Services \$11,096,000
- Lic., Entrance Fees \$115,619,000
- Vehicle Repairs \$9,807,000
- Retail Sales \$90,236,000
- Gambling \$2,404,000
- Groceries, Snacks \$89,133,000
- Farmers Market \$1,148,000
- Auto Rental \$66,249,000
- Transportation Fares \$92,000

TOTAL \$1,274,453,000

Bozeman Yellowstone Airport provided the following data:

- There are currently 30 nonstop flights to major cities in 20 states across the country, serviced by 10 airlines. This increase accounts for 50% more flights than in the summer of 2019.
- Nationally, in 2020, passengers on all 2020 U.S.-based flights were down 62% from 2019. In July 2019, the airport had a record seat count of 108,000. July 2021 seat count numbers will exceed 180,000.
- BZN expects April 2021 passenger numbers to be in record territory at approximately 110% of April 2019's record level (re Brian Sprenger).

Yellowstone National Park 2020 Visitor state (re NPS):

- The park hosted 3,806,305 recreation visits in 2020, down 5% from 2019.
- The park was closed due to health and safety reasons related to COVID-19 beginning March 24, 2020 until June. Two Wyoming entrances opened on May 18 and three Montana entrances opened on June 1, 2020. All five entrances were open since June 1.
- Visitation for the months of September and October were the busiest on record.
- YNP is projecting 2021 visitation levels will be on par or greater than 2019 numbers.

Links with support information:

The Importance of Marketing in Tourism (bizfluent.com)

10 Destination Marketing Strategies to Help You Grow Quickly - Regiondo

This Is Why Tourism Advertising Is Important (travel.earth)

2021 Tourism Recovery and the Evolution of the Destination Organization | MMGY Global

GOALS

1. Increase **YC BRAND** Recognition: Continue to raise awareness and build excitement about Yellowstone Country as a premier leisure destination, using the "Beyond Yellowstone" concept across all seasons.
2. Increase recognition of regional communities as unique destinations by working with partner DMOs, community organizations and leaders.
3. Increase awareness of Yellowstone Country's natural, cultural, heritage and recreational offerings.
4. Increase Montana's tourism economy by quality of visitor and not just quantity—target low-impact, high-value visitors.
5. Increase visitation to the region by residents and nonresidents.
6. Increase community and resident engagement in Yellowstone Country efforts to promote the region.
7. Increase awareness of the region's more rural areas as destinations within the greater region.
8. Increase our tourism product by working with the state and other partners to develop and promote authentic experiential things, such as Dark Skies, Made in Montana/Taste Our Place, etc.

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

YC would consider any Joint Venture opportunities with MOTBD that fit our goals; these could be consumer advertising campaigns, publicity events/trips, social media, research, destination marketing, etc.

Destination Management has become a key role for DMOs over the course of the pandemic; we are not just marketing entities. Yellowstone Country would like to participate in a Joint Venture with MOTBD (and/or other Regions/CVBs) that offers Destination Management training & certification programs.

Optional: Include attachment here.

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

YC will continue to foster partnerships with CVBs and other regions to allow for a greater impact of marketing efforts through social media, press trips, digital and print advertising to promote tourism. The types of partnerships we would be interested in are those that leverage existing budgets, but also promote the commonalities between partners.

For example:

- Yellowstone Country and Glacier Country partner together on the Glaciers to Geysers campaigns that are multifaceted and continue to expand each year. We started with promoting the snowmobiling opportunities each region has, then added motorcycle routes, winter activities and a museums and historical sites promotion. Under this partnership, each region’s assets are promoted, but the messaging is “blended” to show visitors that they have multiple options for these activities and can move seamlessly between the two regions to get the full experience.
- YC participates in the Dinosaur Trail partnership that includes several tourism regions, MOTBD and the private sector (museums and historical sites). This cooperative project encompasses a large portion of the state, with interest from both residents and nonresident visitors continuing to increase.

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

In FY21, we implemented/continued these Joint Ventures with other Regions/CVBs:

Regions/CVBs:

- Glacier Country (Print and Digital)
- Continuation of Glaciers to Geysers, a separate project
- Destination Missoula (Print and Digital)
- Southeast Montana (Print and Digital)
- Red Lodge (Print and Digital, Publicity)
- West Yellowstone (Print and Digital, Publicity)
- Bozeman CVB (Print and Digital, Publicity)

Additionally, YC offers co-op opportunities for regional partners that are not a CVB, working to provide an opportunity for partners to advertise nationally. In FY21, we are offering annual, winter-specific, and warm-season specific co-ops, with great participation from private sector businesses, such as Sage Lodge and Red Lodge Mountain, as well as our traditional CVB partners.

YC region co-ops that have been the most successful have been those that help communities raise awareness and/or promote local events. Through our Cultural Tourism Grant Program, we collaboratively partner with other nonprofit entities to help new festival/events/happenings to get off the ground, or help existing ones continue to grow.

YC also partners with regional CVBs and businesses for several press trips and video shoots throughout the region each year. These are successful for us because they not only raise awareness of the region, but we gain content and assets to use for our other promotional efforts.

Trip Advisor, Network Programmatic banner and video, in-state digital and national print cooperatives have given the entire region a presence, with the intention of continued growth and development of future options. In this model, YC has been able to offer digital and print packages to in-region partners at a fraction of the cost of the overall placements.

As stated in the previous section, two of the ongoing cooperative partnerships we are involved in have been successful for us: The Joint Venture Glaciers to Geysers with Glacier Country and the Montana Dinosaur Trail.

Optional: Include attachments here.

Optional: Include attachments here.

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	Estimated budget for	Marketing Method	Add'l Attchmnt
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				requirements.	method.	Evaluation	
Consumer	Print Advertising	<p>Print Advertising The strategy for print advertising is to place highly targeted advertorial and/or display content in key publications that reach a specific audience. Examples: skiing, snowmobiling, lifestyle publications.</p> <p>Advantages of print media advertising:</p> <p>Specific Target Audience</p> <p>In print media, the advantage of catering to specific target audience opens up countless opportunities for reaching the audience. There is a greater efficiency in resources, as ads reach the target audience.</p> <p>Loyal Readerships</p> <p>In the print media industry, readership is mostly longstanding and loyal.</p> <p>Special Ad Positioning</p> <p>A major advantage in magazine advertising is that an advertiser can request special ad positioning, bringing greater visibility to the brand.</p> <p>Credibility</p> <p>Over a period of years, magazines create a vast pool of loyal readers who feel safe in its very credible environment.</p> <p>Long Life Span</p> <p>Compared to websites or national newspapers, magazines enjoy the longest life span. Some magazines (Nat Geo) are treasured across decades.</p> <p>High Reach Prospective</p> <p>Another advantage is that magazines have a high reach prospective. Magazines pass from family, friends, colleagues, etc.</p> <p>Glossy Ads</p> <p>These are usually trend setting and eye catching. Maximum visibility is reiterated through magazine advertising.</p> <p>Complementary & Encouragement of Digital Ads</p> <p>Print ads will complement YC's digital campaigns already in play and entice readers to interact with YC's brand in a digital space.</p>	<p>Summary: Print advertising is an especially viable method when there is advertorial content that provides the opportunity for either in-depth messaging tailored for a niche audience, or more generalized messaging for mass media. Print is a great complement and encouragement for digital interactions. Print is also a preferred advertising method of the Baby Boomer generation.</p> <p>http://www.marketingprofs.com/articles/2014/24084/print-marketing-will-thrive-in-2014-and-beyond</p> <p>https://medium.com/@dobbs1518/interesting-print-advertising-statistics-fd3db7bdb880</p> <p>https://www.forbes.com/sites/forbescommunicationscouncil/2018/03/02/does-print-still-have-a-place-in-the-future-of-advertising-10-experts-weigh-in/#4a83f2e5fc6</p> <p>https://cash4toners.com/info/2019/02/10/why-print-matters/</p> <p>https://cmasolutions.com/blog/advantages-of-combining-print-and-digital-advertising/</p>	<p>The primary objective for print advertising is to raise brand awareness. To measure success, we will be looking at overall metrics such as website visitation, social media engagement, call center activity and requests for additional information.</p> <p>To specifically measure these metrics, YC will use the following benchmarks to measure success:</p> <p>Website Visitation:</p> <ul style="list-style-type: none"> Increase of 10% of unique visitors to the website from FY21 final total (in progress). <p>Social Media Engagement:</p> <ul style="list-style-type: none"> Increase website visits from social media by 25% from FY21 total. Increase engagement by 10% from FY21 total. Increase link clicks by 10% from FY21 total. <p>Call Center Requests:</p> <ul style="list-style-type: none"> Increase travel guide requests by 10% off final total from FY21 final total (in progress). 	\$75,000.00		
				For all marketing efforts, the entire "journey" through the visitation phases will be analyzed: acquisition (what are we doing to attract the visitor -			

Consumer	Online/Digital Advertising	<p>The strategy for digital (and all media placement) is the following:</p> <ol style="list-style-type: none"> 1. Setting a Goal - determining who we are targeting & the desired outcome 2. Creating an Effective Message - awareness, interest, desire, and action 3. Call to Action - drive traffic to the website, social media channels, etc. 4. Monitor & Measure - analysis of the placement's effectiveness <p>Digital advertising promotes awareness of outdoor recreation, spectacular nature and charming small towns in Montana's Yellowstone Country region. The primary seasonal focus is winter, followed by warm & shoulder seasons. This campaign includes a national focus, as well as placement in regional drive markets to push seasonal travel and metro areas with direct flights.</p>	<p>Summary: Digital advertising offers the best return on investment and cost savings among contemporary advertising mediums. Digital advertising is also easy to measure, easy to adjust and easy to use in targeting a precise audience.</p> <p>https://www.tkg.com/insights/learn/benefits-of-digital-advertising</p> <p>https://www.advertisemint.com/top-6-benefits-of-digital-advertising/</p> <p>https://prowly.com/magazine/advantages-of-digital-marketing-over-traditional-marketing/</p> <p>https://cmasolutions.com/blog/advantages-of-combining-print-and-digital-advertising/</p> <p>https://www.webfx.com/blog/marketing/benefits-of-digital-marketing/</p> <p>According to researchers at Marketing Land (marketingland.com), these are the key reasons for why DMOs should invest in digital advertising:</p> <p>Digital Advertising Drives ROI Digital Advertising Enhances The Effectiveness Of Non-Digital Media Channels Digital Advertising Is Effective Across The Entire Customer Journey Digital Advertising Drives Word-Of-Mouth At Scale Digital Creative Drives Interaction & Lifts Brands Digital Advertising Is More Efficient Than Traditional Media Digital Advertising Is Essential To Reaching An Audience Digital Advertising Is Even More Effective Than We Know</p>	<p>advertising message), behavior (what direction does the messaging take them) and outcomes (what was the impact to the region). Since the main call to action will be to drive audiences to the website, we will use the following metrics for digital campaigns:</p> <ol style="list-style-type: none"> 1. Estimated Impressions v. Actual Impressions <ul style="list-style-type: none"> - keep actual impressions 20% higher than estimated impressions which would be similar to FY20 and FY21. * 2. Clicks <ul style="list-style-type: none"> - increase total clicks by 5% from FY21 total. 3. Click Through Rate (CTR) <ul style="list-style-type: none"> - keep a click through rate above 25% which would be similar to FY20 and FY21. 4. Cost Per 1,000 Impressions (CPM) <ul style="list-style-type: none"> - CPM is dependent on markets and target audiences. Goal as always is to find best placements to keep costs down. By measuring goals with other metrics we will be able to determine whether that buy and strategy is successful. 5. Cost Per Click (CPC) <ul style="list-style-type: none"> - Total CPC goal of under \$4.00 for digital placements and under \$1.50 for social placements as is the industry standard. <p>* Because Yellowstone Country's FY22 funding is somewhat in flux due to the COVID-19 pandemic, there may be a decrease in total media buys which will surely lead to a decrease in total clicks.</p>	\$500,000.00		
Consumer	Photo/Video Library	<p>Using visual content across marketing methods provides an opportunity to help visitors conceptualize the type of experience they can have, and help them differentiate Yellowstone Country from other DMOs.</p> <p>Great imagery and video content help to build brand awareness, as people are more apt to share information that includes these elements. In the past we have emphasized obtaining imagery/video to enhance media campaigns through an integrated approach. Our strategy is to use the following guidelines for all visual content:</p> <ol style="list-style-type: none"> 1. High quality beauty images & videos that depict what makes the region so spectacular 2. Engaging imagery that shows the audience 	<p>Summary: The human brain processes and retains visual information better than if the same information is read or heard. Mobile video consumption has increased 17-fold since 2012 and it is projected that internet videos will make up 82% of all consumer internet traffic by 2022. Consumers are exposed to an estimated 10,000 ads per day, so strong imagery is needed to stand out above the competition.</p> <p>http://www.steamfeed.com/visual-content-will-rule-digital-marketing-2014/</p> <p>https://www.thinkwithgoogle.com/articles/youtube-insights-stats-data-trends-vol10.html</p> <p>http://blog.hubspot.com/blog/tabid/6307/bid/33423/19-Reasons-You-Should-Include-Visual-Content-in-Your-Marketing-Data.aspx</p> <p>https://blog.hubspot.com/marketing/visual-content-marketing-strategy</p> <p>https://www.mdgadvertising.com/marketing-insights/infographics/its-all-about-the-images-infographic/</p>	<ol style="list-style-type: none"> 1. Reduction in leased, limited usage fees. 2. Increase in YC "stock" videos & images that can be used broadly for both advertising and marketing. 3. Specific imagery targeted towards niche audiences and targeted demographics. 	\$60,000.00		

		<p>possible experiences: dining, recreation, arts & culture, etc.</p> <p>3. Leveraging visual content for SEO purposes</p> <p>We continue to build our image and video library as we integrate our website content with our print and digital marketing. Owning these assets is a less expensive option than limited usage contracts and allows for more flexibility in how the assets are used. Our focus will be on the primary, secondary & emerging/new target markets identified in the plan narrative.</p>	<p>https://www.markdelong.com/blog/power-of-advertising-photography</p>			
Consumer	Website/Internet Development/Updates	<p>This segment encompasses multiple components of website work.</p> <p>1. Continued development of features and offerings. The primary objective in FY19 was the continual development of a relatively new website. This included new updates in interactive messaging, blog curation, social media add-ons, pre-planned itineraries and access to past earned media, among others.</p> <p>2. Content strategy. An ongoing focus is to continuously build content to give visitors a reason to return. This content will live on the website as well as being pushed through paid and earned channels.</p> <p>3. Site management & maintenance. Website management and maintenance includes electronic database creation and maintenance, regular photo/video updating, website performance tools & reports, adding to media & content libraries, link review & changes, testing & troubleshooting, training & technology assistance, and interfacing with MTOT and other tourism related organizations.</p> <p>4. Future planning. Develop plans for future website components / functionality to ensure the website provides value to users over time.</p> <p>Our primary goal is to expand our branded web presence that compliments and strengthens the efforts in all Yellowstone Country marketing channels. The website serves as a resource/planning tool for both first-time and return visitors, so keeping content updated and "fresh" is a key component.</p> <p>The FY22 focus will be</p>	<p>Summary: Continuous updating of security and content helps drive traffic and back-end updates allow for new integrations and bolster website speed. Consumers expect content that is new, refreshing and up-to-date that is visually appealing.</p> <p>https://themindstudios.com/blog/top-reasons-to-update-your-website/</p> <p>https://www.granite5.com/insights/14-reasons-why-you-need-to-update-your-website/</p> <p>https://www.theedigital.com/blog/update-your-website-regularly</p> <p>https://seositecheckup.com/articles/5-reasons-why-fresh-content-is-critical-for-your-website-and-seo</p> <p>https://www.intechinc.com/blog/why-content-is-the-most-important-thing-on-your-website/</p>	<p>1. Increase of unique visitors by 10% from FY21 total (TBD).</p> <p>2. Increased guestbook sign-ins and travel guide requests by 10% from FY21 total (TBD).</p>	\$50,000.00	

		continuously increasing the amount of engaging content while researching updated best practices for SEO.					
Consumer	Electronic Adv - Newsletter, E-blast	<p>Direct marketing campaigns will be highly targeted and integrated. Email marketing will allow YC to build relationships by providing the right information at the right time directly to people who already have made a connection to the region. We will use informative content & great imagery for inspiration - and to depict an experience.</p> <p>Email is effective because its permission based. The people on our email list have opted in to receive messages. Email marketing makes sense because it's usable on multiple devices and we can include social media, online video and other marketing elements all within one content-rich marketing message. Our focus will be on the primary, secondary & emerging/new target markets identified in the plan narrative.</p> <p>Social Media Today, in their article, "7 Marketing Trends of Focus for 2021," reports e-newsletters as being easy to consume and overall saw an increase of 14% in newsletter mentions during lockdown. And, according to HubSpot, 78% of marketers have seen an increase in email engagement over the last 12 months with the travel sector coming in at \$53 to \$1.</p>	<p>Summary: A significant element of email marketing is relationship and building trust with the consumer. Many different age demographics prefer business communication via email, including millennials, and it has the benefit of being used on multiple devices.</p> <p>https://blog.bufferapp.com/8-effective-email-strategies-backed-by-research</p> <p>https://www.forbes.com/sites/steveolenski/2014/09/26/email-marketing-most-effective-mobile-marketing-most-difficult/#23249ecd3e28</p> <p>https://www.inc.com/peter-roesler/study-shows-email-marketing-still-popular-and-effective-with-millennials.html</p> <p>https://www.campaignmonitor.com/resources/guides/email-marketing-new-rules/</p> <p>https://www.socialmediatoday.com/news/7-digital-marketing-trends-of-focus-for-2021/592857/</p> <p>https://www.hubspot.com/state-of-marketing/email-marketing-trends?utm_campaign=2020%20State%20of%20Marketing%20&utm_source=Blog-homepage-CTA&utm_medium=Main%20Blog%20Homepage</p>	<p>YC will use one/more of the following KPIs to analyze & measure the success of direct email campaigns:</p> <ol style="list-style-type: none"> 1. Click Rate of 4% 2. Conversion Rate of 4% 3. Unique Open Rate at or better than 12% 4. Unsubscribe Rate at less than 0.5% 5. Bounces at less than 0.5% 6. Site Traffic increase of 10% from FY21 total 	\$20,000.00		
		<p>Joint Venture marketing projects will be identified & implemented for specific target geographic & demographic markets and may include any/all of the following: television, video, print, internet, radio and display advertising. This would include cooperative advertising programs with MTOTBD & other Region/CVBs</p>	<p>Summary: Joint venture marketing (and cooperative marketing) is very cost-effective for both parties as it brings down the overall price for each organization. Joint venture marketing also allows for dual brand awareness.</p> <p>See additional supporting research in digital and print advertising sections above.</p> <p>Reasons to do Joint Venture & Cross-Promotion Marketing:</p>	<p>Yellowstone Country can measure success (from a top-level view) by taking into account the additional marketing reach for the region due to the investment of Joint Venture dollars.</p> <p>In addition, each Joint Venture can be tracked and monitored with media performance reports, making it easy to identify direct impact.</p> <p>For digital placements, JV programs will be tracked and measured by:</p> <p>1. Estimated Impressions v. Actual Impressions</p> <ul style="list-style-type: none"> - keep actual impressions 20% higher than estimated impressions <p>* 2. Clicks</p> <ul style="list-style-type: none"> - increase total clicks by 5% <p>3. Click Through Rate (CTR)</p> <ul style="list-style-type: none"> - keep a click through rate above 25% <p>4. Cost Per 1,000 Impressions (CPM)</p> <ul style="list-style-type: none"> - CPM is dependent on markets and 			

Consumer	Joint Ventures	<p>as applicable and/or as funds allow. As with all YC marketing, the Joint Venture projects YC participates in will be specific to promoting outdoor activities/recreational experiences.</p> <p>Planned JVs for FY 22 include (but not limited to):</p> <ul style="list-style-type: none"> MOTBD JV opportunities YC/CVB regional winter & warm season media placements, publicity events, social media partnerships Partnerships with other Regions/CVBs--could include Dark Skies/Astro-tourism, MT Dinosaur Trail promotion, BMW Rally, YC-GC Glaciers to Geysers promotions and any that were planned for FY 20 & FY 21 but were halted or canceled due to Covid-19. 	<ol style="list-style-type: none"> More cost-effective than going it alone. The audience you build is one that's interested and has proven brand loyalty. Delivering added value to your existing audience. Partnerships help build brand identity. Cross-promotions allow you to inspire people to get excited about more than one thing at a time. You can create itineraries, thereby helping to keep visitors longer & have them do more. <p>The Importance of Marketing in the Hospitality Industry (csp.edu) https://crowdriff.com/resources/blog/dmos-tourism-partners</p> <p>https://www.sojern.com/blog/finding-your-digital-co-op-partner-for-destination-marketing/ Effective marketing strategies for the hospitality industry B2B Marketing</p> <p>https://www.investopedia.com/ask/answers/033115/what-are-primary-advantages-forming-joint-venture.asp</p> <p>https://www.forbes.com/sites/lbsbusinessstrategyreview/2013/11/26/making-joint-ventures-a-strategic-success/#3ac3e3d37d9a The New Partnership DMO Model - GoCalaveras.com</p>	<p>target audiences. Goal as always is to find best placements to keep costs down. By measuring goals with other metrics we will be able to determine whether that buy and strategy is successful.</p> <p>5. Cost Per Click (CPC)</p> <p>- Total CPC goal of under \$4.00 for digital placements and under \$1.50 for social placements.</p> <p>* Because Yellowstone Country's FY22 funding is somewhat in flux due to the COVID-19 pandemic, there may be a decrease in total media buys which will surely lead to a decrease in total clicks.</p> <p>For print placements, we will use the following measurements of success:</p> <p>Website Visitation:</p> <ul style="list-style-type: none"> Increase of 10% of unique visitors to the website from FY21 final total (in progress). <p>Social Media Engagement:</p> <ul style="list-style-type: none"> Increase website visits from social media by 25% from FY21. Increase engagement by 10% from FY21. Increase link clicks by 10% from FY21. <p>Call Center Requests:</p> <ul style="list-style-type: none"> Increase travel guide requests by 10% off final total from FY21 final total (in progress) 	\$405,000.00		
Consumer	Printed Material	<p>Yellowstone Country will work on a <i>Family Adventure Guide</i> to promote family travel outside Yellowstone National Park and into the communities within the region. The guide will be dispersed to CVBs and VICs and will also be inserted with the Yellowstone Country Travel Guide and scenic road map Travel Packet for those that request family-friendly activities.</p> <p>The strategy behind the <i>Family Adventure Guide</i> is to provide a visual, cost-effective print piece for distribution to help promote Yellowstone Country as the place to have the great American family vacation.</p> <p>Yellowstone Country will also create a <i>Birding Guide</i> for avid birders to use in planning their next trip. The guide will also be dispersed to CVBs and VICs and will also be inserted with the</p>	<p>Summary: Travel guidebooks don't trick you for clicks and can be accessed without WiFi or a full charge. Guidebooks are also tangible objects that can be kept, displayed and look at after the trip as a souvenir or a way to relive past experiences. Guidebooks are professionally edited to ensure they are concise, clear and easy to read.</p> <p>https://www.forbes.com/sites/garystoller/2018/02/20/so-you-thought-travel-guidebooks-were-dead-guess-again/?sh=62894b095810</p> <p>https://www.theunconventionalroute.com/travel-guidebooks-versus-blogs/#guidebooks-vs-blogs</p> <p>https://lup.lub.lu.se/luur/download?func=downloadFile&recordId=8914895&fileId=8914901</p> <p>https://independenttravelcats.com/travel-research-are-travel-guidebooks-still-useful-in-the-digital-age/</p> <p>A study by www.independenttravelcats.com found the following:</p> <p>Research Findings: Interestingly, while more people actually reported using the Internet for travel, guidebooks were still rated as the most influential source of information by the travelers.</p> <p>Top 5 Sources of Information Before Travel:</p> <ul style="list-style-type: none"> Internet (85%) Friends/Relatives (82%) Travel guidebooks (76%) Newspapers/magazines (70%) Travel agencies (57%) & Corporate/associates (57%) <p>Top 5 Sources of Information During Travel:</p>	<p>Both of these ventures will be new publications. We will monitor pickup rates and online requests to determine rates of disbursement. We will begin this process with the hopes of having both completed to be distributed before the end of FY22.</p> <p>Our goals for year 1 of both guides would be:</p> <p>Family Adventure Guide</p> <ul style="list-style-type: none"> * Raise awareness of family-friendly activities in Yellowstone Country * 10% of Family Adventure Guides distributed online and through VICs <p>Birding Guide</p> <ul style="list-style-type: none"> * Raise awareness of birding activities in Yellowstone Country * 10% of Birding Guides distributed online and through VICs 	\$75,000.00		

		Yellowstone Country Travel Guide and scenic road map Travel Packet for those that request birding information.	<ul style="list-style-type: none"> Travel guidebooks (76%) Personal experience (54%) Friends/relatives (32%) Internet (28%) Travel agencies (25%) 				
Consumer	Webpage Marketing/SEO/SEM	<p>Both tools listed -- Search Engine Marketing (SEM) and Search Engine Optimization (SEO) are paramount to the continued success of a working website.</p> <p>Both tools increase the amount of website visitors by getting the site to appear high on results returned by a search engine. SEM is considered internet marketing that increases a site's visibility through organic search engines results and advertising. SEM includes SEO as well as other search marketing tactics.</p> <p>Today, SEO is a staple of any marketing strategy. Improving SEO is a top priority of most companies for their websites. A strong SEO & SEM strategy will allow more visitors to reach your content and gives a better chance of turning those website visitors into actual visitors to the region. SEM and SEO will help YC stay in the forefront of the competitive internet searches.</p>	<p>Summary: SEO leads to a better user experience and results in a higher conversion rate. SEM allows you to reach your clients instantly, increase brand awareness, create geo-targeted search ads and target the right audience through optimization.</p> <p>https://devrix.com/tutorial/top-15-benefits-seo-business/</p> <p>https://berytech.org/top-10-benefits-of-search-engine-marketing-sem/</p> <p>https://monitorbacklinks.com/blog/seo/measure-seo-performance</p> <p>https://www.marketingeye.com/blog/marketing/the-benefits-of-sem.html</p>	<p>SEM will be tracked similar to digital placements with a higher focus on bringing down the cost per click:</p> <ol style="list-style-type: none"> 1. Cost Per Click (CPC) 2. Conversions to the Yellowstone Country website 3. Estimated Impressions v. Actual Impressions 4. Clicks 5. Click Through Rate (CTR) 6. Cost Per 1,000 Impressions (CPM) <p>SEO will be tracked by:</p> <ol style="list-style-type: none"> 1. Increased unique visitors by 10% from FY21 2. Keyword rankings 3. Backlink quantity and quality 4. Time on page 5. Bounce rate 6. Mobile traffic 7. Click-through rate (CTR) 8. Return visitors 	\$50,000.00		
Destination Management	VIC Funding/Staffing/Signage	<p>The strategy for funding VIC staffing includes utilizing local knowledge to help improve the visitor experience and having staff help increase awareness of the local community, region and state. The regional VICs are a vital component of YC's efforts to entice travelers to visit, stay longer and do more while in Montana. Although use of the Internet for trip planning is increasing, once on the ground, travelers want to have local knowledge and interaction to help them have the best experience possible. Funding VICs is a good investment since it allows us to provide a tangible benefit for visitors, as well as giving YCMI an opportunity to leverage partnerships with the local chambers/communities. Having on-site, trained travel counselors is a vital support service, working in conjunction with our marketing campaigns to help showcase the multitude of unique attractions, scenery, events and properties in the regional communities.</p> <p>What Visitor Information Centers Can Provide:</p> <ul style="list-style-type: none"> Personal interaction and 	<p>Summary: Research shows that VICs are still relevant in their traditional role; however due to COVID & other changes in the travel environment, these centers may need to adapt and/or expand their function.</p> <p>For many visitors, VICs play an integral role in the 5 Stages of Travel: dreaming, planning, booking, experiencing and sharing. Travel counselors at the centers can often be the one who helps facilitate the actual customer journey. Today, visitor servicing often means enhancing the visitor experience in the destination. Better experiences lead to better word of mouth, which is often the best form of advertising. According to some analysts, Visitor Centers have evolved from primarily being a place to pick up brochures & maps and being a rest stop facility (although these are still relevant functions for a VIC) to being an Experience Center. There is a shift to move the role from being strictly an information resource, and more to one of a "servicing" center.</p> <p>Is Your Visitor Center Still Relevant? - Stamp Destination Marketing (stampdestinations.com)</p> <p>Transforming Visitor Centers into Experience Centers Destinations International</p> <p>12 Things Successful Visitor Centres Do Differently - Tourism eSchool</p> <p>The role of Visitor Information Centres (cabi.org)</p>	<p>Visitor numbers and satisfaction are key performance/success metrics in helping determine each year if funding the VICs are a viable use of marketing dollars & to help determine target geographic demographic markets. Primary objective for this program is to provide information services to the visitors both before and after arrival. A secondary objective is to obtain as much visitor information as possible for use in monitoring trends & changes in demographic/geographic/psychographic travel profiles that can be used to help guide marketing efforts.</p> <p>Quantifiable Measurements:</p> <ol style="list-style-type: none"> 1. Total # of visitors for the funded VICs during the period tracking-tracking increases/decrease trends year over year. 2. Total # of hours VICs are open during funding period. 	\$120,000.00		

		<ul style="list-style-type: none"> engagement with visitors • Display brochures, rack cards, guidebooks & other printed material • Offer a taste of the community -What better way to sell your destination than one-on-one interaction with the traveler. • Dining & lodging information for visitors • Crucial travel information such as road closures, fires, floods, etc. 		<p>3. Total # of staff hours paid with funding</p> <p>4. Total # of visitors from Top 10 states</p>			
Marketing Support	Administration	<p>An administrative budget identifies the costs of running an operation that is not tied to producing a product or service. The YC administrative/operating budget (method) encompasses the expenditures generated during the daily business functions of the company. This includes, but is not limited to such admin expenses as: payroll, office, utilities, equipment, travel and meeting expenses.</p> <p>Yellowstone Country's goal for this budget is to keep our operating overhead as low as possible so we can invest the majority of our annual revenue into our purpose, which is marketing this region as a destination. Our strategy for achieving this goal is to assess hard/sunk costs and potential additional administrative costs and set a realistic budget.</p>	<p>Summary: Administrative/operations are an essential function of any organization or business.</p> <p>What Is an Administrative Budget? (bizfluent.com)</p>	<p>YC strives to use less than the allowable 20% for Administration, thereby allocating more funds to the marketing endeavors, and less to operations management. We use each previous year's budget to evaluate our operating costs & project the new budget. We can also look at cost trends across a period of years to help determine if there are concerns regarding rising costs, efficiency of using our limited budget well, etc.</p> <p>Budget overruns have always been a litmus test for project success or failure.</p> <p>Evaluative Measurements:</p> <ol style="list-style-type: none"> 1. Did we stay within the allotted budget? 2. Did we have efficiency of operations? 	\$305,465.00		
Marketing Support	Fulfillment/Telemarketing/Call Center	<p>This budget supports distribution of YC's printed materials to both resident and non-resident visitors, shipping, postage and the call center. As the primary means of distribution to both regional outlets and identified out-of-state hubs, YC contracts with Certified Folder Services and CTM to distribute travel planners and scenic maps. These facilities store the YC travel planners & fulfill bulk order requests, and stock the planners in eligible rest areas and brochure racks.</p>	<p>Summary: The purpose of the travel guide/brochure has evolved to complement rather than compete with web traffic. Call centers are still valuable in that they enhance the customer experience no matter how that customer choose to book their trips which helps to reinforce positive brand awareness.</p> <p>In relation, Montana Office of Tourism in past research reporting of its own showed as high as 30% increase in visitation from travelers able to make contact with the call center or visitor information resources live or via live chat. The call center provides a time-tested resource to receive inquiries and visitor/campaign results opportunities and manage that information into global campaign research on effectiveness but also future adjustments to the brand, marketing campaigns, advertising creative, public relations, and much more.</p> <p>The call center is an integral service piece to the overall marketing program for YCMI and has allowed for significant improvement in reporting, fulfillment processing time, and capturing visitor data essential to helping build a successful marketing strategy for the region.</p> <p>https://www.travelweekly.com/Travel-News/Tour-Operators/Print-lives</p> <p>http://www.mediaspacesolutions.com/blog/6-advantages-of-print-advertising</p> <p>https://www.cheapoair.com/miles-away/why-call-centers-are-still-important-in-todays-online-world/</p>	<p>Quantifiable Measurements:</p> <p>Call Center</p> <ol style="list-style-type: none"> 1. Total # of inquiries to call center via portals (email, guestbook, phone, live chat breakdown). 2. Total # of information packets distributed. 3. Top states where inquiries originate. 4. Top activities inquired about. <p>Distribution</p> <ol style="list-style-type: none"> 1. Total # of travel guides and/or brochures distributed via mail, bulk shipping, distribution routes. 2. List of locations for bulk distribution via Certified Folder & CTM contracts. 	\$100,000.00		
		<p>OPPORTUNITY marketing projects will be identified & implemented for specific target psychographic, geographic &</p>		<p>All YC's Opportunity projects will be evaluated against the following statements:</p>			

Marketing Support	Opportunity Marketing	<p>demographic markets. This would include cooperative marketing ventures with private and/or public partners that meet the overall goals, objectives & strategies identified in YC's marketing plan.</p> <p>We will use these strategies when evaluating potential opportunities:</p> <ul style="list-style-type: none"> • Seek out win-win partnerships • Focus on branding • Focus on growing repeat visits 	<p>Summary: Keeping a portion of the marketing budget available for opportunities is a good idea; this allows organizations to react quickly to changing market and/or to seize opportunities that come up throughout the year.</p> <p>Target Marketing: What Is It? (bplans.com)</p>	<ol style="list-style-type: none"> 1. Plan for the unexpected. An Opportunity project will be exactly that--unexpected, new, unforeseen at the beginning of the year. 2. Viable projects. Opportunity projects must support the marketing goals & objectives and must support & integrate with all our marketing efforts. 3. Prove the value. Each Opportunity project will have specific measurable objectives to measure against. 	\$1,000.00		
Marketing Support	Cultural Tourism	<p>Given the Covid-19 situation, it is our belief that festivals, events & happenings will be a crucial part of the recovery process.</p> <p>Research has shown that cultural tourists "tend to be older, better educated and earn more money than the travelling public as a whole" and "generally spend more money on holiday, stay longer in a particular area and participate in more activities than other tourists."</p> <p>As part of our commitment to partners, YC's strategy for the Cultural Tourism grant program is to provide regional communities with financial and marketing support for culinary, sporting, musical, and heritage activities, and/or lifestyle culture the community is promoting. The strategy is to work with these partners to develop & promote more "product" in communities that helps increase visitation, but also raises awareness of communities and/or events as a destination within the region and state.</p>	<p>Summary: As travelers seek more authentic experiences, DMO's should work with heritage & culture entities to help increase and/or market those types of visitor experiences & products.</p> <p>Re ITTR 2020 data for the YC region, attending festivals & events, visiting farmer's markets, attending art/performing art shows were in the top activities visitors partake in while in the area.</p> <p>Due to the COVID-19 Pandemic, most events in the region were canceled in 2020. However, in 2019, YC provided grants for eight community events and/or cultural happenings/projects in the region. Each of the funded events reported increased attendance from the previous year and/or that they were able to grow the event by increasing attendance capacity, entertainment options, vendors, etc.</p> <p>Cultural tourism explained: What, why and where - Tourism Teacher</p> <p>Creative Tourism and Cultural Heritage: A New Perspective: Business & Management Book Chapter IGI Global (igi-global.com)</p> <p>The Impact of Culture on Tourism (mlit.go.jp)</p> <p>https://www.gounesco.com/cultural-tourism-sustainable-development/</p> <p>https://ntaonline.com/education/travel-market-guides/arts-culture-entertainment-travel-market/</p>	<p>Quantifiable Measurements:</p> <ol style="list-style-type: none"> 1. Providing marketing support for a minimum of 5 regional events/happenings that have the potential to draw non-resident visitors to a community (non-resident visitors include those from other areas of the state.) 2. Produce a minimum of 3 blogs that highlight the cultural tourism offerings in the region. 	\$50,000.00		
Marketing Support	Promotional Items	<p>YC will produce promotional items & materials to be used in conjunction with hosted press trips and media outreach/events. We want to make sure that the cost of producing the right promotional product will achieve levels of recall that isn't always doable with general media advertising.</p> <p>Out of sight, out of mind — leaving event attendees with not only our advertising message, but good promotional products can effectively spearhead them to follow up and build a relationship with us. Using promotional items at media events & press trips will add personal value to YC's</p>	<p>Summary: Promotional items are kept for an average of 8 months after receiving them, allowing for a longer advertisement and repeat impressions on the consumer. Consumers have learned to ignore many forms of advertising, however the recall rate for promotional products is as high as 85% for some products.</p> <p>Create lasting awareness</p> <p>Research from the Promotional Products Association International (PPAI) in the USA shows that 62% of people remember the name and details associated with a specific promotional product. "A good promotional item should become an ongoing reminder of your brand, every day that it is used. Brand awareness & loyalty can result from the use of a promotional items, creating an immediate appreciation and gratitude that forges a positive link. By including your contact details on a product, new customers are also more likely to call you as you are at such easy reach. It's a great long-term business card!"</p> <p>Five bits of wisdom for tradeshow and/or event promotional items/giveaway:</p> <ol style="list-style-type: none"> 1. "Make sure your giveaway makes sense to your brand and isn't overused as a giveaway."—<i>Jennifer Seyler</i> 2. "Give them something YOU-branded that they will use after the show is over."—<i>Paula Ledbetter Sellergren</i> 3. "Smart, engaging, creative choices that engage the audience's imagination, trigger a memory your brand promise, that are practical and useful within your industry are the best bets for effective giveaways." —<i>Dave Poulos</i> 	<p>The strategy used for deciding what and/or how much will be based on the following criteria for these items:</p> <ol style="list-style-type: none"> 1. Are they a good fit for the YC brand? 2. Are they functional? 3. Do they provide a "splash" factor? <p>Additionally, YC may produce event support materials such a signage, table covers, banners, etc. as needed.</p> <p>We will measure success by tracking how many items we order and how they are distributed for various projects.</p>	\$10,000.00		

		<p>general marketing message.</p> <p>4. "Choose something useful or practical that has the potential to be put into everyday use." —<i>Jay Veltz</i></p> <p>5. "Be sure that what you select has a long shelf life and the quality is there, even if it means paying a little more." —<i>Barbara Sanner</i></p> <p>https://blog.epromos.com/trade-show-event-attraction-promos/guide-to-custom-trade-show-giveaways/</p> <p>https://www.qualitylogoproducts.com/blog/21-promotional-products-posts/</p>				
Publicity	Social Media	<p>As our social media following grows, our focus is to better integrate our email marketing, blog strategy and social content to drive more people to our website. A recent study by Hootsuite found that adding channels to a campaign can increase ROI by 35%.</p> <p>We will continue to build our audience and engagement through groups, Stories, and pulling UGC from CrowdRiff into all of our social channels. According to the Edelman Trust Barometer, "Earned media is far more effective than advertising when it comes to earning trust as consumers are more likely to listen to their peers than the brand itself."</p> <p>Partnerships with social media influencers and journalists have evolved to include a strong social component including shared stories on IG and FB, guest blog posts and social media takeovers. This strategy is effective in expanding our following to like-minded visitors and will be prominent in our FY22 strategy.</p> <p>Our blog and email campaign will pull in more content from industry professionals. Lindsay Tjepkema, CEO of Casted said in a recent HubSpot article, Marketing Trends to Watch in 2021, According to 21 Experts, "As marketers aim to create a more human-centric experience, we will see more content pulled from actual conversations with people in the industry who can provide that genuine interaction today's consumers are looking for."</p> <p>And, as the popularity of Stories continues to grow, we will utilize them as part of our regular content calendar. Sprout Social reports, "Brands will need to take a more organized approach and plan for Stories as a content format for their publishing calendars, if they aren't already doing so. More importantly, the use of video as Stories will increase since they appear to outperform photos."</p>	<p>Summary: Social media bridges the gap to a new customer experience. More than half of all businesses are planning to increase their Instagram budget. Social media as a medium averages a greater ROI in terms of key performance indicators (KPI) than other digital placements due to cost flexibility.</p> <p>https://blog.hubspot.com/marketing/marketing-predictions-experts</p> <p>https://sproutsocial.com/insights/social-media-trends/</p> <p>https://www.hootsuite.com/pages/social-trends-2021</p> <p>https://www.thesheff.com/the-blog/which-social-networks-drive-roi</p>	<p>Measurement:</p> <ul style="list-style-type: none"> • Increase website visits from social media by 10% to 58,850. • Increase engagement by 10% to 797,154. (*FYTD, engagement is 14% higher than our FY21 goal. Numbers are based off of actual number, not previous year's goal.) • Decrease bounce rate from social by -5% to 83%. <p>For paid social media placements, like all digital marketing efforts, the main call to action will be to drive audiences to the website, so YC will use the following metrics for paid social media campaigns:</p> <p>1. Estimated Impressions v. Actual Impressions</p> <ul style="list-style-type: none"> - keep actual impressions 20% higher than estimated impressions which would be similar to FY20 and FY21. <p>* 2. Clicks</p> <ul style="list-style-type: none"> - increase total clicks by 5% from FY21 total. <p>3. Click Through Rate (CTR)</p> <ul style="list-style-type: none"> - keep a click through rate above 25% which would be similar to FY20 and FY21. <p>4. Cost Per 1,000 Impressions (CPM)</p> <ul style="list-style-type: none"> - CPM is dependent on markets and target audiences. Goal as always is to find best placements to keep costs down. By measuring goals with other metrics we will be able to determine whether that buy and strategy is successful. <p>5. Cost Per Click (CPC)</p> <ul style="list-style-type: none"> - Total CPC goal of under \$4.00 for digital placements and under \$1.50 for social placements as is the industry standard. <p>* Because Yellowstone Country's FY22 funding is somewhat in flux due to the COVID-19 pandemic, there may be a decrease in total media buys which will surely lead to a decrease in total clicks.</p> <p>* Because Yellowstone Country's FY22 funding is somewhat in flux due to the COVID-19 pandemic, there may be a decrease in total media buys which will surely lead to a decrease in total clicks.</p>	\$70,000.00	
		Media Outreach & Press Events				

<p>Publicity</p>	<p>Press Promotions/Media Outreach</p>	<p>in key markets provide YC an opportunity to compliment paid media campaigns in the same markets simultaneously. The strategy behind our press events is to engage directly with targeted press to inform them about what the region has to offer by interacting in a conversational way. We will also use promotional giveaways to help keep brand awareness forefront following the event and encourage social media interaction during the actual events.</p> <p>Given the press coverage to date paired with ongoing media relationships, YC feels media events are a sound investment to raise brand awareness, promote direct flights (and simple connecting flights) into the region, and partner with regional businesses & CVBs to promote specific activities and communities.</p>	<p>Summary: Media outreach allows for DMOs to extend their brand, position themselves as experts, build relationships, trust and loyalty, increase subscribers and boost sales. Influencer outreach has been a major trend in digital PR/outreach due to the deprioritization of business/brand generated content in social media algorithms.</p> <p>Hosting media events is a relatively new endeavor for YC, and to date we've held events in Dallas, Chicago, San Diego, Atlanta, Philadelphia, San Francisco and Portland.</p> <p>The positive effect of media events has included an increased interest in our region from travel writers, an increase in inbound press trips, and an increase in social media and traditional media coverage. These events also help us in identifying potential familiarization visitors from our event attendees.</p> <p>Paired with advertising campaigns in these targeted areas, press events have proven effective in broadening key markets.</p> <p>https://www.newswire.com/blog/the-importance-of-media-outreach</p> <p>https://powerdigitalmarketing.com/blog/what-do-i-invest-in-media-or-influencer-outreach/#gref</p> <p>https://www.certain.com/blog/proactive-social-media-outreach/</p> <p>http://truebluecommunications.com/5-benefits-of-local-news-coverage/</p>	<p>By tracking media coverage following events, in addition to monitoring changes in web and call center inquiries following events (and associated media placements), YC can capture the overall effect of having a physical presence in key markets.</p> <p>Success will be measured by quality of media personnel at events and corresponding media coverage.</p>	<p>\$50,000.00</p>		
<p>Publicity</p>	<p>Press Trips</p>	<p>Following each outbound press event, YC evaluates attendees and reaches out to a select group to explore the region. Travel writers and social influencers are hosted on a variety of trips - spanning from individual trips to group trips - with custom itineraries and activities depending on each unique audience.</p> <p>Working with the media is an important way for Yellowstone Country to tell our story; it helps personalize the experience for visitors and supports consumer advertising campaigns. This is part of the inspiration phase, but also serves a purpose as part of the orientation phase and is part of a well-rounded marketing plan.</p>	<p>Summary: According to a Nielsen report, 25-40% of all traffic and lead generation comes from earned media. Brands that leverage earned media can see conversion rates of 5% more. Blog posts by independent bloggers are considered very credible and web traffic originating from media coverage outperforms other sources.</p> <p>https://www.newswire.com/blog/12-surprising-statistics-about-earned-media#:~:text=25%2D40%25%20of%20all%20traffic,when%20making%20a%20purchasing%20decision.</p> <p>https://www.swordandthescript.com/2019/05/earned-media-value/</p> <p>https://www.earnedmediarising.com/earned-media-is-viewed-as-most-credible-source-survey-says/</p> <p>https://aboutdci.com/2020/01/industry-insider-plan-successful-fam-trip/</p> <p>https://www.undiscoveredsunsets.blog/travel-blog/what-is-a-fam-and-why-are-they-so-important-a-peek-into-the-life-of-a-travel-advisor</p>	<p>The objective is to increase brand awareness through storytelling.</p> <p>We can measure success through publicity values, but also through the following:</p> <ul style="list-style-type: none"> • Did we reach the target audience? • Did it build awareness of our destination and/or specific activity? • Reach & social engagement. • Lead generation by content, channel, and initiative. • Quantity & quality of coverage. • # of articles produced. 	<p>\$40,000.00</p>		
<p>Research</p>	<p>Survey/Data Collection</p>	<p>YC's research strategy is geared toward 'getting to know' the visitor; drilling down to find out more about who is coming, why, when, where and what they are doing while they are here. The results of these measures will help YC to market itself better to visitors.</p> <p>Research projects will be focused on these outcomes:</p> <ul style="list-style-type: none"> • Define the people who are the region's visitors • Help define how best to advertise to the target market • Help define our competitive edge <p>Success will be measured by having useful, relevant data for developing and/or revising both</p>	<p>Summary: Market research is crucial for a better understanding about your customers and competitors. Market research also allows for easier spotting of business opportunities, lowers business risks, and lets you know where and how to effectively advertise.</p> <p>https://medium.com/@BizBeeSolution/5-reasons-why-market-research-is-crucial-for-your-business-a27b77fa8264</p> <p>https://business.tutsplus.com/articles/why-is-marketing-research-important--cms-31593</p> <p>https://www.business.com/articles/research-important-for-marketing-professionals/</p> <p>https://blog.marketresearch.com/why-market-research-is-important-for-strategic-decision-making</p>	<p>Success will be measured by having useful, relevant data for developing and/or revising both short-term & long-term marketing strategies.</p>	<p>\$20,000.00</p>		

	short-term & long-term marketing strategies. Research is a powerful business tool to understand people's behaviors and the cause and effect those behaviors have on travel decisions. Research brings another voice to the conversation—the target audience's—that is objective, free of organizational bias and can be used for planning and for evaluating purposes.						
							\$2,001,465.00

Marketing Method Budget

Marketing Segment	Marketing Method	Bed tax funded budget
Consumer	Print Advertising	\$75,000.00
Consumer	Online/Digital Advertising	\$500,000.00
Consumer	Photo/Video Library	\$60,000.00
Consumer	Website/Internet Development/Updates	\$50,000.00
Consumer	Electronic Adv - Newsletter, E-blast	\$20,000.00
Consumer	Joint Ventures	\$405,000.00
Consumer	Printed Material	\$75,000.00
Consumer	Webpage Marketing/SEO/SEM	\$50,000.00
		\$1,235,000.00
Destination Management	VIC Funding/Staffing/Signage	\$120,000.00
		\$120,000.00
Marketing Support	Administration	\$305,465.00
Marketing Support	Fulfillment/Telemarketing/Call Center	\$100,000.00
Marketing Support	Opportunity Marketing	\$1,000.00
Marketing Support	Cultural Tourism	\$50,000.00
Marketing Support	Promotional Items	\$10,000.00
		\$466,465.00
Publicity	Social Media	\$70,000.00
Publicity	Press Promotions/Media Outreach	\$50,000.00
Publicity	Press Trips	\$40,000.00
		\$160,000.00
Research	Survey/Data Collection	\$20,000.00
		\$20,000.00
		\$2,001,465.00

Miscellaneous Attachments

Description	File Name	File Size
FY 22 Budget & Pie Charts spreadsheet	FY 22 BUDGET PIE CHART-SEGMENTS & METHODS spreadsheet.xlsx	25 KB
FY22 Method Pie Chart	FY 22 Method Pie Chart 4-21.docx	42 KB
FY22 Segment Pie Chart	FY22 Budget Segment Chart 4-21.docx	42 KB

Reg/CVB Required Documents

Description	File Name	File Size
FY22 Signed Docs	FY 22 docs.docx	246 KB

