



Grant Details

**80683 - FY20 Region/CVB Marketing Plan**

86694 - FY 20 Glacier Country Marketing Plan  
DOC Office of Tourism

Grant Title: FY 20 Glacier Country Marketing Plan  
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 Grantee Contact: Racene Friede  
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Contract Executed

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Project Dates 07/01/2019

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Project Start    Project End

Comments  
Amendment Comments

**Community & Brand Support**

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

**Please reference attached PDF of the Glacier Country Marketing Plan Narrative for a detailed version of all the Community and Brand Support questions.**

**WHO WE ARE AND WHO WE ATTRACT**

**ABOUT WESTERN MONTANA'S GLACIER COUNTRY**

As our name implies, Glacier Country is home to the Crown of the Continent—Glacier National Park. Within the park, visitors can explore rolling foothills, celestial summits, wildflower-filled meadows and stunning 400-foot waterfalls as well as an extensive trail system. Anchoring the park is the Going-to-the-Sun Road. An engineering marvel and National Historic Landmark, the Going-to-the-Sun Road is one of the most scenic drives in the nation.

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

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

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

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

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

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

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

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

**Average length of trip:**

- 6.53 nights (5.76 nights prior year)
- 70% of nights spent in Glacier Country (71% prior year)
- 10% of nights spent in Yellowstone Country (13% prior year)

**PRIMARY REASON FOR TRIP**

1. Vacation/recreation/pleasure 67% (55% prior year)
2. Visit friends/relatives/family event 18% (21% prior year)
3. Business/convention/meeting 7% (6% prior year)
4. Just passing through 6% (15% prior year)
5. Other 2% (2% prior year)
6. Shopping 1% (1% prior year)

**Activities While on Trip**

1. 60% Scenic driving (63% prior year)
2. 57% Day hiking (52% prior year)
3. 41% Wildlife watching (43% prior year)
4. 41% Nature photography (40% prior year)
5. 36% Car/RV camping (37% prior year)
6. 29% Recreational shopping (27% prior year)
7. 23% Visiting other historical sites (22% prior year)
8. 20% Visiting local breweries (20% prior year)
9. 16% Visiting museums (14% prior year)
10. 14% Visiting Lewis and Clark sites (17% prior year)
11. 12% Visiting farmers market (9% prior year)
12. 12% Visiting Indian reservations (8% prior year)

**Top Sites Visited on Trip**

1. 77% Glacier National Park (72% prior year)
2. 39% Yellowstone National Park (41% prior year)
3. 26% Flathead Lake state parks (18% prior year)
4. 14% Other Montana state parks (17% prior year)

**Group Characteristics**

- 15% of groups with all first-time visitors (15% prior year)
- 7% own a second property in Montana (5% prior year)
- 72% of groups with all repeat visitors (72% prior year)
- 6% hired an outfitter (5% prior year)
- 13% of groups with first-time and repeat visitors (13% prior year)
- 77% plan to return within two years (78% prior year)
- 23% flew on a portion of their trip (17% prior year)

Source: *The University of Montana, Institute for Tourism and Recreation Research (ITRR), based on 2018 data.*

**WHY THEY COME**

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

**More spectacular unspoiled nature than anywhere in the lower 48 states.**

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

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

- Art galleries
- Artisan tours and events
- Explorer trails: Lewis and Clark, David Thompson, John Mullan
- Historic "red buses" of GNP
- Historic sites
- Historic St. Mary's Mission
- Main-street businesses
- Museums
- Railroad history
- Shared border with Canada
- Theaters
- Two American Indian reservations/native culture and history

**Breathtaking experiences by day and relaxing hospitality at night**

- American Indian reservations
- ATVing
- Biking and cycling
- Bird-watching
- Boating
- Camping and RVing
- Dog sledding
- Downhill skiing
- Festivals/music
- Fishing
- Golfing
- Hiking
- Historic sites
- Horseback riding
- Kayaking and canoeing

- Montana state parks
- Motorcycle touring
- Mountain biking
- Nordic skiing
- Pow wows
- Rafting
- River surfing
- Rodeos
- Running events and competitions
- Scenic flights
- Skijoring
- Sleigh rides
- Snowmobiling
- Sportsman adventures
- Stand-up paddleboarding

#### Hospitality

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

#### Abundant lodging and camping (independent, brand and boutique)

- Bed-and-breakfasts
- Bicycle accommodations
- Boutique accommodations
- Cabins
- Camping/RV
- Chalets
- Condominiums
- Glamping
- Hostels
- Hot springs
- Hotels and motels
- Lodges
- Ranches
- Resorts
- Tiny homes
- Tipis and yurts
- Treehouses
- University residence halls
- Vacation homes and short-term rentals

#### STRENGTHS

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

##### Brand pillars (previously detailed)

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

##### Well-preserved cultural and heritage offerings

- Museum of the Plains Indian (Browning)
- Conrad Mansion Museum (KalisPELL)
- Going-to-the-Sun Road (Glacier National Park)
- Libby Dam (Libby)
- Daly Mansion (Hamilton)
- Savenac Historic Tree Nursery (Haugan)
- St. Ignatius Mission (St. Ignatius)
- Sanders County Historical Museum (Thompson Falls)
- Historical Museum of Fort Missoula (Missoula)

#### Partnerships

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

#### Seasonality

The eight counties of our region see fluctuations in traveler numbers depending on the season and location.

Overall, our region's high season is June through September. However, there is some variance among our eight-county region, and there are opportunities for growth throughout the 75+ communities in Glacier Country.

##### Annual Glacier Country signature events

- The Event at Rebecca Farm (KalisPELL)
- Huckleberry Festival (Trout Creek)
- Cabin Fever Days (Martin City)
- Skijoring World Championship (Whitefish)
- North American Indian Days (Browning)
- McIntosh Apple Day Festival (Hamilton)
- Missoula Marathon (Missoula)
- Rendezvous Days (Eureka)
- In the Footsteps of Norman Maclean Festival (Seeley Lake)

- Flathead Cherry Festival (Polson)
- Montana Spartan Race (Bigfork)
- Great Northwest Oktoberfest (Whitefish)
- 4th of July Celebration (Bigfork)
- Arlee 4th of July Celebration and Pow Wow (Arlee)
- River City Roots Festival (Missoula)
- Big Sky Documentary Film Festival (Missoula)

#### Rural Corridor Marketing Plan

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

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

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

#### Western Montana rural corridors:

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

#### CHALLENGES

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

#### Identified Challenges

- Airline challenges
- Changing landscape
- Crisis outreach and traveler education
- Economy
- Emerging markets
- Glacier National Park and public lands infrastructure and maintenance issues
- International issues
- Market competition
- Over-capacity visitation of Glacier National Park in peak season (visitor expectations, infrastructure, change in approach to marketing visitation during those times, messaging around capacity limits for visitors and road/trail closures.)
- Perception of Glacier National Park being closed when the Going-to-the-Sun Road isn't open in its entirety
- Perception of remote location
- Public transportation
- Shared economy accommodations
- Smoke and wildfire
- Technology – algorithms for social media and search engines
- Federal government closures
- Destination marketing funding
- Weather

See detailed description of these challenges in the attached PDF of the *Glacier Country Marketing Plan Narrative*.

#### GLACIER COUNTRY TOURISM FULLY INTEGRATES THE MONTANA BRAND

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

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

#### Describe your destination.

According to the Preliminary 2018 Biennial Edition of The Economic Review of the Travel Industry in Montana (developed by ITRR—the Institute for Tourism & Recreation Research), more than 12.2 million travelers spending an estimated \$3.70 billion chose Montana as their travel destination.

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

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

#### Inspiration

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

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

#### Orientation

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

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

#### Facilitation

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

Optional: Include attachments here

GC Marketing Plan\_digital\_FY20\_Single.pdf

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

#### GEOGRAPHIC TARGETS

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

#### REGIONAL DRIVE TARGET MARKETS (all geographic areas within 600 miles of Glacier Country)

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

#### OTHER TARGET MARKETS

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

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

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

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

*Note: Build upon the national program "Every Kid in the Park" to engage youth in Glacier National Park. Specifically, fourth graders will have free access to America's National Park System during the 2019 - 2020 school year.*

#### PSYCHOGRAPHIC TARGETS

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

#### OTHER TARGETS

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

b. What are your emerging markets?

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

Optional: Include attachments here.

c. What research supports your target marketing?

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

- Smith Travel Reports (STR)
- Bed tax revenue
- Destination Think!
- Skift

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

## GOALS

Glacier Country's primary marketing goals are:

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

## OVERALL OBJECTIVES

INCREASE OVERALL CONSUMER RESPONSE BY 2% OVER FY 19

- 2% increase will require our consumer response reach goal at 1,707,000 or by an additional 33,500

INCREASE ELECTRONIC RESPONSE BY 2% OVER FY 19

- 2% increase will require our electronic response reach goal at 1,609,000 or by an additional 32,000

MAINTAIN SOCIAL MEDIA REACH FROM FY 19

- Maintenance of our social media reach goal would set our goal at 14,600,000

INCREASE SOCIAL MEDIA AUDIENCE BY 2.5% OVER FY 19

- 2.5% increase will require our social media audience reach goal at 369,000 or by an additional 9,000

INCREASE USE OF RESPONSIVE WEBSITE BY 2% OVER FY 19

- 2% increase will require our webpage use reach goal at 1,470,000 or by an additional 29,000

INCREASE OUR CONSUMER LEAD DATABASE BY 2% OVER FY 19

- 2% increase will require our consumer database reach goal at 788,650 or by an additional 15,500

INCREASE OUR TRADE SHOW DATABASE BY 4% OVER FY1 9

- 4% increase will require our trade show database reach goal at 1,550 or by an additional 45

MEDIA STORIES TO INCREASE BY 2% OVER FY 19

- 1% increase will require our direct earned media reach goal at \$1.4? million or by an additional \$41,000

FUND CHAMBER/VISITOR INFORMATION CENTERS AT UP TO \$4,000 PER PROJECT FROM MEMORIAL DAY TO LABOR DAY 2019 TO BETTER INFORM AND ENCOURAGE VISITORS TO STAY LONGER IN WESTERN MONTANA'S GLACIER COUNTRY

INCREASE CONSUMER AND GROUP SUGGESTED ITINERARIES BY TWO

REVENUE INDICATORS FOR PERFORMANCE

INCREASE BED TAX REVENUE BY 3% – 3% increase will require our total collected bed tax reach goal at \$9,200,000 or by an additional \$260,000

INCREASE REVPAR BY 1.5% (STR) – Data monitoring within the Glacier Country region began July 1, 2018

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

We are open to joint venture efforts for leisure advertising, publicity, film, group tour, meetings and conventions and international FIT. We are currently working with MOTBD on several projects and look forward to seeing what we can accomplish together in the coming year. We find the most effective joint ventures with Montana Office of Tourism and Business Development are through publicity, international, group tours and meetings and conventions. In FY 2019, Glacier Country committed \$50,000 to projects with bed tax funded organizations but spent a total of \$128,200.

**Optional: Include attachment here.**

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

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

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

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

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

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

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

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

- Return on investment
- Brand support
- Community/partner outreach and support

Optional: Include attachments here.

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Optional: Include attachment here:

**Marketing Segment, Method & Budget**

Marketing Segment	Marketing Method	Describe your method.	Provide supporting research/statistics.	How do you plan to measure success?	Provide a brief rationale for this method.	Estimated budget for method.	Marketing Method Evaluation	Add'l Atchmnt
Consumer	Multi-Media Marketing	<p>We plan to target our primary and secondary markets using a mixed media approach with most consumer advertising dedicated to digital advertising in geographic, demographic and psychographic markets as outlined in our narrative, including social media advertising. Online digital advertising is a highly focused and efficient method to drive website traffic, inquiries and visitation. Each year we develop creative that is consistent yet appropriate for the audience we are concentrating on. Our approach includes bringing additional focus to emerging markets through the use of blogs and niche travel content websites.</p> <p>Glacier Country Tourism fully supports the efforts of MTO/TBD by promoting Montana as a travel destination. We follow the Montana brand by using iconic imagery to tell our authentic story, as it relates specifically to Glacier Country and in partnership our DMOs and industry stakeholders.</p>	<p>Glacier Country Tourism seeks out valuable research to help stay abreast of marketing and industry trends that support our ongoing promotion efforts. Some of these resources are proprietary to the source while others are samples of reports we use for reference in determining short and long-term strategy. In an effort to share this information with our Montana DMO partners without breaking the terms of our service agreements, we have created a password protected DropBox for MOTBD and TAC representatives to have read only access with this password protected folder. Link + PW: GlacierFY20.</p> <p>These resources include:</p> <ul style="list-style-type: none"> <li>• Montana Office of Tourism and Business Development research</li> <li>• Website analysis</li> <li>• Call center activity</li> <li>• Consumer marketing market analysis</li> <li>• nSight</li> <li>• Institute for Tourism &amp; Recreation Research</li> <li>• Trade show feedback</li> <li>• Meeting and convention follow-up</li> <li>• Professional association research</li> <li>• Melwater and Klear</li> <li>• American Bus Association</li> <li>• Destination Marketing Association International</li> <li>• National Tour Association</li> <li>• Rocky Mountain International</li> <li>• U.S. Travel Association</li> <li>• Adventure Travel Trade Association</li> <li>• Family Travel Association</li> <li>• Destination Analyst</li> <li>• Arrivalist</li> <li>• VisaVue</li> <li>• Smith Travel Reports (STR)</li> <li>• Bed tax revenue</li> <li>• Destination Think!</li> <li>• Skift</li> </ul> <p>"Children impact the type of accommodations and activities that are preferred by their caregivers. Affluent Travelers with kids ...</p> <ul style="list-style-type: none"> <li>• ... are more likely to prefer using technology to help them plan trips</li> <li>• ... are more interested in new and unique vacation destinations</li> </ul>	<p>We use a combination of analytics tools to provide us real time reporting on the host of campaigns across the web and react quickly to under-performing campaigns. We have continually delivered results above .4% CTR target where most national campaigns of similar creative, budget and focus fall below a .09% CTR.</p> <p>As an example of our marketing method evaluation, here is how we tracked our FY 2018 efforts.</p> <ul style="list-style-type: none"> <li>• In FY 2018, our <b>print media plan</b> had a circulation of 1,418,189 at a cost of \$29,824 (CPM = \$21.03). This particular budget line item was for a print/digital lead generation program with Yellowstone Journal. Total leads generated was 26,217 at a cost of \$11,645 for a cost per inquiry (CPI) of \$0.44.</li> <li>• Overall, our <b>consumer digital campaigns</b> (annual, winter and warm) delivered 25,017,033 impressions, 146,953 click thrus to our webpage which resulted in .69% CTR which is over 7 times the national average. The cost per thousand (CPM) was \$11.22.</li> <li>• The targeted <b>Dallas campaign</b> launched to support the new direct flight from Dallas to Missoula delivered 2,523,318 impressions, 5,894 click thrus to our webpage which resulted in .23% CTR which is twice the national average.</li> </ul>	<p>We strive to stay ahead of the paid media curve in our print and digital media including targeting and retargeting. Multi-media marketing methods generally have strong measurement and acquisition tools to ensure we are getting the most return on investment for our media budget. While print is more difficult to track than digital, almost all print placement includes added value digital and social elements which increase their effectiveness.</p> <p>Examples of our placed media in FY 2018, as provide in our completion reports for that year, can be found in a DropBox folder along with the <b>performance report</b> for all of our placed media that year.</p>	\$280,000.00	<p>Glacier Country continues to employ a mixed media strategy between print and online advertising. Online is highly efficient and effective and allows for a great deal of tracking and in most cases, allows us to monitor each placement and adjust depending on the performance so we can maximize the results. Print still has a place in our overall plan as well and often compliments online with many media placements offering both bringing added value to the buy. Please see our report to view the consumer media plan and the performance results.</p> <p>Overall, our consumer paid media plan had a digital impression delivery of 32,022,035 and print media to a circulation of 1,266,500 at a cost of \$256,905 (CPM = \$8.59). Total clicks generated was 60,947 for a total digital click thru rate of 0.19% - 3 times the national average. Per the inquiry source report, total leads generated was 45,949.</p> <p>This marketing method was successful as it achieved what we had hoped and is noted in our successful overall goals/results below. We plan to continue to maintain multi-media advertising in our future marketing efforts.</p> <p>Due to file size, copies of the scanned advertisements can be viewed via DropBox.</p> <p><i>Due to COVID-19, some projects and programs were interrupted beginning in April 2020. Our marketing efforts pivoted from outward facing to inward facing to ensure the health and safety of our communities while ensuring nonresident visitors remained inspired to visit when travel was deemed appropriate.</i></p> <p>FY 2020 relevant goal/results:</p> <ul style="list-style-type: none"> <li>• Increase overall consumer response by 2% over FY19 Actual: 1,852,609/% Change: 3%</li> <li>• Increase electronic response by 2% over FY19 Actual: 1,797,187/% Change: 4%</li> <li>• Maintain social media reach from FY19 Actual: 19,282,627 -27%</li> <li>• Increase social media audience by 2.5% over FY19 Actual: 387,304/% Change: 2%</li> <li>• Increase use of responsive website by 2% over FY19 Actual: 1,594,892/% Change: 4%</li> <li>• Increase our consumer lead</li> </ul>	GCT FY20 Consumer Print and Digital Media Plan + Performance Report.pdf

- ... are more likely to book on third-party websites, rather than directly
  - ... are more likely to have used a travel agent and do so for different reasons
  - ... stay in more expensive hotels and alternative accommodations more
  - ... like adventurous experiences, but still prioritize safety and comfort"
- U.S. Affluent Traveler Trends 2019: Annual Survey on Travel Behavior Skift Research

- database by 2% over FY19 Actual: 1,202,842/% Change: 10%
- Increase our trade show database by 4% over FY19 Actual: 2,425/% Change: 23%
- Media stories to increase by 1% over FY19 \$3,612,302.88/% Change: 19%
- Fund chamber/visitor information centers at up to \$4,000 per project from Memorial Day to Labor Day FY19 Actual: 8
- Increase consumer and group suggested itineraries by two Actual: 2/% Change: 0%
- Revenue indicators for performance
  - Lodging tax revenue compared to 2019 Actual: \$10,041,437/% Change: -4%
  - Monitor RevPAR by 1.5% (STR) Actual: 54.22/% Change: -13.6%
  - Monitor RevPAR by 1.5% (AIRDNA) - Did not subscribe to data due to data irregularities

Consumer	Electronic Adv - Newsletter, E-blast	<p>Glacier Country Tourism will continue to send seasonal and niche newsletters with content that features activities, events and attractions throughout Glacier Country. Our design will include color photos and links to websites and social media sites for additional information as well as special promotions and package offers. Our agency of record will work with the staff to solicit area information and determine content to be featured in each. We will continue to optimize our email strategy for mobile and tablet devices and across a multitude of platforms and browsers.</p>	<p>In an effort to share this information with our Montana DMO partners without breaking the terms of our service agreements, we have created a password protected DropBox for MOTBD and TAC representatives to have read only access with this password protected folder. Link + PW: GlacierFY20.</p> <p>Travelers are willing to give companies information to provide personalized service. 45% U.S. travelers, 38% French travelers, 31% German travelers and 40% U.K travelers who Agree to "I do not mind companies collecting general information about me to provide better service." Source: Phocuswright's U.S. Traveler Technology Survey Seventh Edition; Phocuswright's European Traveler Technology Survey 2017 (forthcoming July 2017)</p>	<p>We will measure the effectiveness of this marketing segment by monitoring open rates, click-thru rates and from traffic driven from the messaging.</p>	<p>We have had tremendous success over the years maintaining a relationship with those who have requested travel information and assistance. We have experienced open rates between 8% and 27% during the marketing year. Our lower open rates are typically associated with large list blasts but on average they generate over 18,000 opens in a typical blast of 226,000. In the past 11 years we have increased the clean recipient list from 140,000 to over 750,000. Each person who signs up for our newsletters provides us with information that allows us to only send them information that is of interest to them. Every year, we continue to enhance our ability to provide each person customized content for planning a trip to Western Montana.</p> <p>In our last complete budget year - FY 2018 - our consumer newsletters and eblasts have an 8.26% open rate compared to an industry average of 13% for 907,000 sends. Our B2B newsletters have a 19.84% open rate to 2,273 sends for group/FIT opeartors. Our niche emails had 16.52% open rate for 19,022 sends. We continue to evaluate the design and content of our mailings to increase the open and click thru averages.</p>	<p>Glacier Country Tourism continued to send seasonal, activity and campaign specific electronic newsletters and emails to our consumer email database in FY 2019 - 2020. Content featured activities, events and attractions throughout the region. All included color photos and link to webpages for additional information as well as special vacation promotions and package offers. An ongoing challenge is to provide engaging content in the ever-changing environment of content overload. We are constantly analyzing and updating our lists, email/newsletter formats and technology to stay current, relevant and useful to our recipients.</p> <p><b>Our consumer newsletters and eblasts have an 12.05% open rate</b> compared to an industry average of 13% for <b>852,405 sends with a 2.7% click thru rate</b>. Our <b>B2B newsletters have a 22.87% open rate to 2,917 sends with a 2.02% click thru</b> rate for group/FIT operators. <b>Our combined webpage traffic increased by 4% from 1,534,097 to 1,594,892</b>. We continue to evaluate the design and content of our mailings to increase the open and click thru averages.</p> <p>This marketing method was successful as it achieved what we had hoped as measured in our overall goals/results below. We plan to continue to use electronic and email advertising in our future marketing efforts.</p> <p>Our newsletters performance reports are attached. To view all of our consumer reporting including total web visitor and call center webpage reports, open the attached marketing reports attachment.</p> <p><i>Due to COVID-19, some projects and programs were interrupted beginning in April 2020. Our marketing efforts pivoted from outward facing to inward facing to ensure the health and safety of our communities while ensuring nonresident visitors remained inspired to visit when travel was deemed appropriate.</i></p> <p>FY 2020 relevant goal/results:</p> <ul style="list-style-type: none"> <li>• Increase overall consumer response by 2% over FY19 Actual: 1,852,609/% Change: 3%</li> <li>• Increase electronic response by 2% over FY19 Actual: 1,797,187/% Change: 4%</li> <li>• Maintain social media reach from FY19 Actual: 19,282,627 -27%</li> <li>• Increase social media audience by 2.5% over FY19 Actual: 387,304/% Change: 2%</li> <li>• Increase use of responsive website by 2% over FY19 Actual: 1,594,892/% Change: 4%</li> <li>• Increase our consumer lead database by 2% over FY19 Actual: 1,202,842/% Change: 10%</li> <li>• Increase our trade show database by</li> </ul>	<p>Glacier Country FY20 Email Newsletter Report.pdf</p>
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Consumer	Travel/Trade Shows	<p>Glacier Country Tourism prioritizes travel shows that match our geographic and demographic targets. Whenever possible, we partner with other regions and CVBs to maximize our budget efficiencies and increase the Montana presence. We display highly visual, four-color banners and travel booth panels that are on-brand - Glacier Country fully integrates the Montana brand. We negotiate for added-value whenever possible, including literature distribution, presence in show promotion, etc. At past shows, we have had a significant increase in lead generation by offering a strong call-to-action in the form of a significant giveaway. In the FY 2020 year, this budget line item will serve more as a placeholder should an unique opportunity arise.</p>	<p>Glacier Country Tourism market and industry support research for FY 2020: Link + PW: GlacierFY20.</p>	<p>Travel show success is measured in a number of ways. We calculate the number of attendees that are exposed to our booth and the Glacier Country Montana message. We tally the number of travel guides distributed and giveaway entries collected. We also monitor unique website visits, phone call inquiries and general interest in our destination should electronic tracking be available with value added benefits associated with the show.</p>	<p>There are numerous travel options for visitors both domestically and internationally. Having a Montana presence can be effective to showcase all our state has to offer, moving it to the forefront of the decision-making process when determining a destination. Travel shows offer a unique one-on-one engagement with a potential visitor, building trust and brand loyalty.</p>	\$1,000.00	<p>Glacier Country Tourism did not attend any consumer travel shows in FY 2020.</p> <p>Travel shows are a valuable marketing method and while we did not utilize this budget this year, we plan on keeping this method in future years marketing plans.</p> <p><i>Due to COVID-19, some projects and programs were interrupted beginning in April 2020. Our marketing efforts pivoted from outward facing to inward facing to ensure the health and safety of our communities while ensuring nonresident visitors remained inspired to visit when travel was deemed appropriate.</i></p> <p>FY 2020 relevant goal/results:</p> <ul style="list-style-type: none"> <li>Increase overall consumer response by 2% over FY19 Actual: 1,852,609/% Change: 3%</li> <li>Increase electronic response by 2% over FY19 Actual: 1,797,187/% Change: 4%</li> <li>Maintain social media reach from FY19 Actual: 19,282,627 -27%</li> <li>Increase social media audience by 2.5% over FY19 Actual: 387,304/% Change: 2%</li> <li>Increase use of responsive website by 2% over FY19 Actual: 1,594,892/% Change: 4%</li> <li>Increase our consumer lead database by 2% over FY19 Actual: 1,202,842/% Change: 10%</li> <li>Increase our trade show database by 4% over FY19 Actual: 2,425/% Change: 23%</li> <li>Media stories to increase by 1% over FY19 \$3,612,302.88/% Change: 19%</li> <li>Fund chamber/visitor information centers at up to \$4,000 per project from Memorial Day to Labor Day FY19 Actual: 8</li> <li>Increase consumer and group suggested itineraries by two Actual: 2/% Change: 0%</li> <li>Revenue indicators for performance                             <ul style="list-style-type: none"> <li>Lodging tax revenue compared to 2019 Actual: \$10,041,437/% Change: -4%</li> <li>Monitor RevPAR by 1.5% (STR) Actual: 54.22% Change: -13.6%</li> <li>Monitor RevPAR by 1.5% (AIRDNA) - Did not subscribe to data due to data irregularities</li> </ul> </li> </ul>
							<p>We have used contest sweepstakes for many years with the past several doing giveaways with cash and service prizes as our call-to-action (CTA) for the summer, winter. Our overall consumer response increased by 3% this year an increase of 58,686 for a total of 1,852,609. Total new leads generated was 106,321 which brings our consumer leads database to 1,202,842. Visit our complete list of our inquiries by source in the attached report. Per the giveaway rules, we post the winner's name and on our website. For privacy purposes, exact names and prizes provided to them are kept on file at Glacier Country. These are reviewed and verified yearly by the compliance specialist during our MOTBD audit. The report and photos of our prize boxes can be found in the marketing reports file attachment. We</p>

Consumer	Sweepstakes	<p>In FY 2019, we continued our level of giveaways by providing cash cards, America the Beautiful National Park Passes and experience prizes as our call-to-action for the campaigns. When needed, we generally have significant support from our partners that include in-kind and/or deeply discounted rates for services such as accommodations, tickets and rentals. Two out of four of our largest lead generators in FY 2018 had CTA giveaways attached and resulted in over 51,000 leads. Visit our complete list of <a href="#">inquiries by source</a> for that year. The call-to-action for the campaign giveaway is promoted via all our marketing mediums including social media, online and print.</p> <p>We plan to continue this strategy for FY 2020.</p>	<p>Glacier Country Tourism market and industry support research for FY 2020: <a href="#">Link</a> + <a href="#">PW</a>: GlacierFY20.</p> <p>Yahoo Small Business says call-to-actions (CTAs) are critical for achieving any results online, because traffic, subscribers and followers don't do you any good until they become leads and eventually customers. That's why calls-to-action can be used in more places than just your website. They should also be employed in your blog, social media, email blasts, guest articles, sponsored content editorial and anywhere else you publish or market online.</p>	<p>We will track ad statistics and giveaway entries for each campaign and per our contest rules, for each campaign giveaway, we track and post the winners on our contest page online.</p>	<p>Over the past several years we have experimented with various types of call-to-action (CTA) incentives in our promotions. The type and value of the giveaway incentives varies each year. Depending on the marketing channel, the response varies. Online, all tend to perform well as compared to no call-to-action. At travel shows, larger, more extravagant giveaways work far better than smaller ones.</p>	<p>\$15,000.00</p> <p>FY 2020 relevant goal/results:</p> <ul style="list-style-type: none"> <li>Increase overall consumer response by 2% over FY19 Actual: 1,852,609/% Change: 3%</li> <li>Increase electronic response by 2% over FY19 Actual: 1,797,187/% Change: 4%</li> <li>Maintain social media reach from FY19 Actual: 19,282,627 -27%</li> <li>Increase social media audience by 2.5% over FY19 Actual: 387,304/% Change: 2%</li> <li>Increase use of responsive website by 2% over FY19 Actual: 1,594,892/% Change: 4%</li> <li>Increase our consumer lead database by 2% over FY19 Actual: 1,202,842/% Change: 10%</li> <li>Increase our trade show database by 4% over FY19 Actual: 2,425/% Change: 23%</li> <li>Media stories to increase by 1% over FY19 \$3,612,302.88/% Change: 19%</li> <li>Fund chamber/visitor information centers at up to \$4,000 per project from Memorial Day to Labor Day FY19 Actual: 8</li> <li>Increase consumer and group suggested itineraries by two Actual: 2/% Change: 0%</li> <li>Revenue indicators for performance             <ul style="list-style-type: none"> <li>Lodging tax revenue compared to 2019 Actual: \$10,041,437/% Change: -4%</li> <li>Monitor RevPAR by 1.5% (STR) Actual: 54.22/% Change: -13.6%</li> <li>Monitor RevPAR by 1.5% (AIRDNA) - Did not subscribe to data due to data irregularities</li> </ul> </li> </ul>	<p>JUNE2020CINQUIRYREPORT.pdf</p>
						<p>Our webpage marketing effort continues to complement our paid media placement very nicely. While keywords and well-crafted editorial on a webpage work very nicely to organically optimize a website for search engine optimization (SEO), paid webpage marketing greatly elevates all the pages within a site and bring them up in the search rankings. We use our webpage marketing budget in a variety of ways thus combining into a broad-based strategy that helps us reach our overall goal to grow our web presence. We meld organic with paid webpage strategizes:</p> <ul style="list-style-type: none"> <li>Careful search engine optimization analysis and constant editorial adjustments on <a href="#">glaciermt.com</a> using best practices and a host of software applications to measure results and compare progress with competitors in our industry.</li> <li>Paid keyword or other targeting segment purchasing with Google, YouTube, Bing and other engines we feel serve our needs and align with the marketing plan objectives.</li> <li>Special expanded focus on the rural community pages and related organic traffic opportunities to supply potential web searchers looking for tourism information in our lesser-known rural communities with updated, quality content and rich media.</li> <li>Content pages designed for search engines categorization, back link opportunities, to drive traffic and a host of organic search steps such as</li> </ul>	

Consumer	Webpage Marketing/SEO/SEM	<p>We continue to complement the design of our primary and mobile websites promoting Glacier Country online with marketing strategies that include search engine optimization, search engine marketing submission and copywriting that encourages site visitors to take action and integrates keywords used for SEO, SEM, website design strategies, online promotions, reciprocal linking, email marketing and social media.</p> <p>The use of search engines to drive traffic to tourism destination websites has only grown more important over the years. We focus a good deal on organic and paid search engine marketing to improve our position among hundreds of keywords prospective travelers are using while they consider vacations destinations.</p>	<p>Glacier Country Tourism market and industry support research for FY 2020: Link + PW: GlacierFY20.</p> <p>95.8% of American leisure travelers own or regularly use a mobile phone, and 68% actively use this device to plan their trips. <i>The State of the American Traveler Fall 2017   Volume 26</i></p> <p>Marketers say they produce content because it helps them build credibility with customers and demonstrate their expertise. Source: <a href="http://www2.prophet.com/the-2016-state-of-digital-content">www2.prophet.com/the-2016-state-of-digital-content</a></p> <p>Search engines are among the most popular online planning sources for travelers, particularly among leisure travelers. <i>The 2014 Traveler's Road to Decision</i>, Google</p> <p>Glacier Country Tourism concentrates on providing creative and unique content. This is in the form writing the editorial of our site with key word combinations in mind as well integrating other tools such as social media and blogs.</p> <p>Search algorithms reward original content such as blog posts. Blogs give corporate websites 434 percent more indexed pages, 97 percent more inbound links and 55 percent more visitors, according to ContentPlus14, a U.K.-based content marketing consultancy. <i>Content Marketing Trends in the Travel Industry</i>, Skift.com</p>	<p>Webpage marketing is more than buying keywords or studying hot search trends but also careful organic testing and researching of how best to layout the content within the website for the organization to best serve the needs of customers and help customers find that great content quickly while searching.</p> <p>We analyze our webpage and traveler data and look to find strategic content that places our webpage high on search result pages organically and leads to a high conversion of searches to website visitors for glaciermt.com. We are constantly challenging our team to research new internet marketing strategies in the hopes of driving more traffic to our websites and social media channels. We currently track and will continue to track all of this via our webpage and social media tracking report, total webpage visitor report, blog (consumer and B2B) reports and total inquiry source report.</p>	<p>Webpage marketing consists of search engine optimization (SEO) and search engine marketing (SEM). SEO is increasing the amount of website visitors by getting the site to appear high on results returned by a search engine. SEM is considered internet marketing that increases a site's visibility through organic search engines results and advertising. SEM includes SEO as well as other search marketing tactics.</p> <p>Webpage marketing helps the content within the website best serve the needs of customers and help customers find great content quickly while searching. Every page of glaciermt.com is written with keyword search strings. When we buy keywords, we are then able to boost the organic search with paid search. In FY 2018, we launched a new glaciermt.com using forward thinking SEO strategy. After only one week, we were already getting higher organic search engine rankings than we were able to do using both organic and paid keywords and we are now able to widen the scope to build lesser-known pages, specifically community and activity-based landing pages. In FY 2019, we broadened our SEO and SEM to focus on building awareness of our 75 rural communities and lesser traveled corridors.</p>	<p>\$100,000.00</p>	<p>directory registrations, content refreshers and regular weekly tasks that benefit page rank and organic positioning of glaciermt.com on the world wide web.</p> <p>SEO coding work with microsites and other boutique content areas we feel provide us a competitive advantage to market on search engines to drive new traffic streams to the website. This year, we combined content that has performed well for us on our website with new keywords that directly fed what Google keywords we bought to support our website for Google search placement.</p> <p>Maintenance of trending keywords we want to improve upon for our competitive page ranking and monitor daily to improve our positioning to capture the awareness and business of potential visitors using the web for travel research needs.</p> <p>Having a strong webpage marketing strategy is absolutely critical in the ever-changing digital landscape for destination marketing. We will plan on maintaining the element of our overall marketing strategy as it certainly aids in the overall success of meeting and exceeding our marketing goals. We attribute 59,852 inquiry leads generated from Google alone.</p> <p>As an example of how strategic SEO/SEM webpage marketing can work, we launched our new website mid-February of 2018. Normally, brands will see a decrease in traffic and data collected and this can occur for several months while the site optimizes. Our site did not see a decrease at all, in fact, our site traffic increased and the amount of data we were collecting from users of the site tripled. Site traffic remains very strong for the and we saw another 4% growth for FY 2020 for a total of 1,594,892 unique user sessions.</p> <p>This marketing method was successful as it achieved what we had hoped as measured in our overall goals/results below. We plan to continue to use this method in our future marketing efforts.</p> <p>To see a complete list of keywords used for this funding year, see the attached report.</p> <p><i>Due to COVID-19, some projects and programs were interrupted beginning in April 2020. Our marketing efforts pivoted from outward facing to inward facing to ensure the health and safety of our communities while ensuring nonresident visitors remained inspired to visit when travel was deemed appropriate.</i></p> <p>FY 2020 relevant goal/results:</p> <ul style="list-style-type: none"> <li>• Increase overall consumer response by 2% over FY19 Actual: 1,852,609/% Change: 3%</li> <li>• Increase electronic response by 2% over FY19 Actual: 1,797,187/% Change: 4%</li> <li>• Maintain social media reach from FY19 Actual: 19,282,627 -27%</li> <li>• Increase social media audience by 2.5% over FY19 Actual: 387,304/% Change: 2%</li> <li>• Increase use of responsive website by 2% over FY19 Actual: 1,594,892/% Change: 4%</li> <li>• Increase our consumer lead database by 2% over FY19 Actual: 1,202,842/% Change: 10%</li> <li>• Increase our trade show database by 4% over FY19 Actual: 2,425/% Change: 23%</li> <li>• Media stories to increase by 1% over FY19 \$3,612,302.88/% Change: 19%</li> <li>• Fund chamber/visitor information centers at up to \$4,000 per project from Memorial Day to Labor Day FY19 Actual: 8</li> <li>• Increase consumer and group suggested itineraries by two Actual: 2/% Change: 0%</li> <li>• Revenue indicators for performance             <ul style="list-style-type: none"> <li>◦ Lodging tax revenue compared to 2019 Actual: \$10,041,437/% Change: -4%</li> <li>◦ Monitor RevPAR by 1.5% (STR) Actual:</li> </ul> </li> </ul>	<p>FY20 Updated Master Glacier Country Tourism_Keywords.pdf</p>
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							54.22% Change: -13.6% <ul style="list-style-type: none"> <li>Monitor RevPAR by 1.5% (AIRDNA) - Did not subscribe to data due to data irregularities</li> </ul>	
Consumer	Cooperative Marketing	<p>Glacier Country Tourism has created a program that offers more assistance for our charming small towns to help them not only understand what tourism can do for them but to work with them through education workshops (three workshops currently exist), essential marketing training, best practices, etc. and help connect them to other people/organizations/agencies that have programs that could help them. We hope to develop this program in coming years to strengthen Glacier Country's position as a premier destination while also stimulating our rural economies, protecting and enhancing local resources and fostering community pride.</p> <p>Building upon the workshop series we already offer, we have created a marketing assistance grant program that can be used for specific marketing campaign development and implementation (cannot be used for material development without a distribution campaign included) by a community (chamber, CVB, main street organization, development organization).</p>	<p>Glacier Country Tourism market and industry support research for FY 2020: Link + PW: GlacierFY20.  <a href="https://destinationthink.com/destinations-shifting-to-digital-first-marketing-improve-word-of-mouth-promotion">https://destinationthink.com/destinations-shifting-to-digital-first-marketing-improve-word-of-mouth-promotion</a></p>	<p>The grant programs are all subject to the rules and regulations and thus will be required to present methods of tracking performance that meet the standards all funded DMO's are subject to. Individual grant reports will be required by all recipients.</p>	<p>Visitors to Glacier Country are looking for experiences throughout the region—no matter how far off the beaten path. They are especially interested in taking advantage of the region's abundant outdoor recreational activities, natural and cultural landscapes, and authentic Montana experiences.</p> <p>Our board is made of up representatives from across all eight counties and realize the importance of our organization reaching out to offer assistance to our communities who would like it to either develop or expand their tourism economy.</p>	\$40,000.00	<p>We were thrilled to create the Glacier Country Cooperative Marketing Grant Program (GCCMGP) designed to provide 50/50 matching expense funding for projects to promote an area or event on a cooperative basis with a nonprofit tourism-related organization. The intent of this program is to encourage the development of new or expanded marketing projects, thereby increasing the tourism appeal of the city or region to nonresident visitors.</p> <p>Glacier Country Tourism uses the online grant program Submittable. It allows us to manage the program 100% online. Once the project is done, we can download the entire project in a .zip file and save to our server.</p> <p>We had four completed applications this budget year.</p> <ol style="list-style-type: none"> <li>Cut Bank Welcome/VIC Sign – Cut Bank Area Chamber of Commerce replaced their Visitor Information Center outdoor sign with new wayfinding sign to help travelers identify the location of the Cut Bank Visitor Information Center. <i>Photo of installed sign is attached.</i></li> <li>Paradise Cultural and Visitor Center Highway Signs - Production and installation of two Paradise Center Highway Signs - one at the intersection of MT-200 and MT-135 and one on MT-200 between Paradise and Plains (for eastbound traffic). <i>Photo of installed sign is attached.</i></li> <li>Stevensville Mainstreet Campaign – Stevensville Mainstreet Association TV and Digital Tourism Marketing Campaign. <i>Campaign delivered 683,758 impressions, 1,274 clicks, for a click thru rate of 0.19% (3 times higher than national average). Samples of creative along with the final performance report are attached.</i></li> <li>Ninepipes Museum Brochure – Ninepipes Museum Brochure. Brochure incorporated their new logo for outreach and marketing purposes in both hard copy and digital formats. <i>Final creative of brochure is attached.</i></li> </ol> <p>This marketing method was successful as it achieved what we had hoped as measured in our overall goals/results below. We plan to continue to use this method in our future marketing efforts.</p> <p><i>Due to COVID-19, some projects and programs were interrupted beginning in April 2020. Our marketing efforts pivoted from outward facing to inward facing to ensure the health and safety of our communities while ensuring nonresident visitors remained inspired to visit when travel was deemed appropriate.</i></p> <p>FY 2020 relevant goal/results:</p> <ul style="list-style-type: none"> <li>Increase overall consumer response by 2% over FY19 Actual: 1,852,609/% Change: 3%</li> <li>Increase electronic response by 2% over FY19 Actual: 1,797,187/% Change: 4%</li> <li>Maintain social media reach from FY19 Actual: 19,282,627 -27%</li> <li>Increase social media audience by 2.5% over FY19 Actual: 387,304/% Change: 2%</li> <li>Increase use of responsive website by 2% over FY19 Actual: 1,594,892/% Change: 4%</li> <li>Increase our consumer lead database by 2% over FY19 Actual: 1,202,842/% Change: 10%</li> <li>Increase our trade show database by 4% over FY19 Actual: 2,425/% Change: 23%</li> <li>Media stories to increase by 1% over FY19 \$3,612,302.88/% Change:</li> </ul>	<p>FY 2020 COOP Marketing Completion Report Support Information.pdf</p>

								<ul style="list-style-type: none"> <li>19%</li> <li>Fund chamber/visitor information centers at up to \$4,000 per project from Memorial Day to Labor Day FY19 Actual: 8</li> <li>Increase consumer and group suggested itineraries by two Actual: 2/% Change: 0%</li> <li>Revenue indicators for performance                             <ul style="list-style-type: none"> <li>Lodging tax revenue compared to 2019 Actual: \$10,041,437/% Change: -4%</li> <li>Monitor RevPAR by 1.5% (STR) Actual: 54.22/% Change: -13.6%</li> <li>Monitor RevPAR by 1.5% (AIRDNA) - Did not subscribe to data due to data irregularities</li> </ul> </li> </ul>	
Consumer	Ad Agency Services	<p>Glacier Country Tourism's agency of record works closely with us on many facets of our marketing plan from strategy and implementation to tracking and analysis. Their staff works thoroughly with our staff, board of directors, partner organizations and other agencies to analyze current problems and opportunities as well as our past and current effectiveness. In FY 2019, we added strategy development and implementation of our social media program to our agency of record's duties.</p>	<p>Glacier Country Tourism market and industry support research for FY 2020: Link + PW: GlacierFY20.</p> <p>The professional services provided by our contract agency not only assist us with gathering relevant and supporting research, they work with our team to analyze this information to create a marketing plan targeting markets using effective and efficient methods - providing strong return on investment not only in the performance of the campaign but bringing new revenue into our communities from nonresident visitors.</p> <p><a href="https://esto.ustravel.org/sites/default/files/CN_Myths.pdf">https://esto.ustravel.org/sites/default/files/CN_Myths.pdf</a></p> <p><a href="https://destinationthink.com/3-content-marketing-trends-dmo-2019">https://destinationthink.com/3-content-marketing-trends-dmo-2019</a></p>	<p>Success on our campaigns and marketing efforts translates to successful planning support. The way we measure the success of the work our agency does is directly reported in our overall goals and objectives. We would never be able to achieve the quality and quantity of work without the services of our advertising agency. They assist us directly and indirectly in every single marketing method we implement and they help us in the planning phase, the reporting and evaluation phases. Our tracking will include consumer response, electronic response, social media response, website stats, consumer/B2B database leads, media stories and consumer/B2B itineraries. To support this data we will provide a copy of all weekly agendas outlining everything the Glacier Country Tourism marketing team (staff and agency) is doing.</p>	<p>Good marketing support from professionals who live and breathe various components of marketing, development, implementation and evaluation helps us design an effective marketing plan and develop a creative and effective message ensuring maximum efficiency in the project planning and evaluation.</p>	\$380,000.00	<p>Glacier Country understands the importance of having knowledgeable professionals who can help develop our marketing plan, implement it and then evaluate it for its overall performance. The success of our program is directly responsible for having the right resources, expertise and passion to promote Western Montana's travel experience to a national and international audience thus bringing over a billion non-resident dollars into our region every year.</p> <p>We absolutely plan to keep direct and indirect resources available to us through having an advertising agency of record in place. As a way to show the work that our agency does for us, we track hours worked for projected completed as tracked by our weekly meetings. Our agency provides services under two contracts - one for our public funded projects and one for our private projects. Almost all our marketing methods are supported by them.</p> <p>This marketing method was successful as it achieved what we had hoped as measured in our overall goals/results below. We absolutely plan to keep direct and indirect resources available to us through having an advertising agency of record in place.</p> <p><i>Due to COVID-19, some projects and programs were interrupted beginning in April 2020. Our marketing efforts pivoted from outward facing to inward facing to ensure the health and safety of our communities while ensuring nonresident visitors remained inspired to visit when travel was deemed appropriate. Our agency was critical in allowing us to make this pivot quickly and smoothly.</i></p> <p>FY 2020 relevant goal/results:</p> <ul style="list-style-type: none"> <li>Increase overall consumer response by 2% over FY19 Actual: 1,852,609/% Change: 3%</li> <li>Increase electronic response by 2% over FY19 Actual: 1,797,187/% Change: 4%</li> <li>Maintain social media reach from FY19 Actual: 19,282,627 -27%</li> <li>Increase social media audience by 2.5% over FY19 Actual: 387,304/% Change: 2%</li> <li>Increase use of responsive website by 2% over FY19 Actual: 1,594,892/% Change: 4%</li> <li>Increase our consumer lead database by 2% over FY19 Actual: 1,202,842/% Change: 10%</li> <li>Increase our trade show database by 4% over FY19 Actual: 2,425/% Change: 23%</li> <li>Media stories to increase by 1% over FY19 \$3,612,302.88/% Change: 19%</li> <li>Fund chamber/visitor information centers at up to \$4,000 per project from Memorial Day to Labor Day FY19 Actual: 8</li> <li>Increase consumer and group suggested itineraries by two Actual: 2/% Change: 0%</li> <li>Revenue indicators for performance                             <ul style="list-style-type: none"> <li>Lodging tax revenue compared to 2019 Actual: \$10,041,437/% Change: -4%</li> <li>Monitor RevPAR by 1.5% (STR) Actual: 54.22/% Change: -13.6%</li> <li>Monitor RevPAR by 1.5% (AIRDNA) - Did not subscribe to data due to data irregularities</li> </ul> </li> </ul>	FY20 GC Windfall Retainer Hours Tracking-EOY.pdf	

Consumer	Opportunity Marketing	These methods are determined as the opportunities become available or as projects are necessary throughout the year. All efforts done will comply with the rules and regulations.	No specific research is available for this line item at this time.	These funds are to be used for allowable opportunities we are unaware of when we prepare our marketing plan each year. As these projects are done, we will follow the measurement and reporting requirements in the rules and regulations for the allowable methods for each.	Every project we do ultimately results in the overall success of our program. While do not know what these projects are in the beginning of the year, we certainly appreciate the ability to use the line item as a funding source. Each will be an allowable project and will follow the measurement and reporting requirements in the rules and regulations.	<p>\$40,000.00</p> <p>We had three opportunity projects we used Opportunity Marketing funds this year. <i>All of the projects below were successful as the outcome of each was exactly as we had anticipated.</i></p> <ol style="list-style-type: none"> <li>1. Computer equipment - This project was successful, and we would certainly do again.</li> <li>2. Clearwater kiosk - This project was successful, and we would certainly do again.</li> <li>3. AudFest Film Festival - This project was successful, and we would certainly do again.</li> </ol> <p>1) We had to upgrade two laptops and we purchased five remote workstations which allowed us secure VPN access from our remote home offices to our office server without speed being bogged down. This was critical as beginning March 16, all but one person moved to work remotely from their homes due to COVID-19. We had three bids for each piece of equipment that was required per state RFP laws and bids were attached to the invoice from our IT company including hardware, software and installation. Both of these computers and workstations are primarily used to support our marketing programs so according to the TAC Rules and Regulations, we are allowed to use marketing funds to purchase them from opportunity funding.</p> <p>2) The visitor kiosk located at the MT DOT Clearwater Rest Area was turned over to Glacier Country Tourism from the Blackfoot Challenge. After many years of wear and tear, we needed to do some badly needed maintenance. We power washed and treat the wood shakes on the roof. We took over responsibility for the kiosk in 2011 and had not done anything outside of power washing the structure. We were not able to do the entire structure due to weather and then COVID.</p> <p>3) AudFest is a local film festival that we sponsored supporting film and television production in Montana and promote the Glacier Country region as a location to film producers. Sponsorship included a half page program ad, :30 spot during screenings, Montana Meetup Breakfast sponsorship. See the attached PDF for samples of the sponsorship deliverables. AUDIENCE AWARDS provide filmmakers with the opportunity to gain exposure &amp; accelerate careers. The event provides a stage for diverse, emerging talent and creative work. The democratized platform celebrates the power of storytelling and provides filmmakers with the tools to build an audience. Films submitted to opportunities are juried by industry professionals and the global audience. The top films win prizes and screen at festivals around the world.</p> <p>We plan to continue to retain an opportunity marketing fund in future years as this allows us to maintain a budget that we can access to take advantage of projects that may have not been anticipated when the marketing budget was established. All projects we do within the budget line item must be an eligible marketing method, follow the TAC rules and regulations and meet the overall goals and objectives of our marketing plan.</p> <p><i>Due to COVID-19, some projects and programs were interrupted beginning in April 2020. Our marketing efforts pivoted from outward facing to inward facing to ensure the health and safety of our communities while ensuring nonresident visitors remained inspired to visit when travel was deemed appropriate.</i></p> <p>FY 2020 relevant goal/results:</p> <ul style="list-style-type: none"> <li>• Increase overall consumer response by 2% over FY19 Actual: 1,852,609/% Change: 3%</li> <li>• Increase electronic response by 2% over FY19 Actual: 1,797,187/% Change: 4%</li> <li>• Maintain social media reach from FY19 Actual: 19,282,627 -27%</li> </ul>	FY20 Opportunity Marketing.pdf
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We had seven joint venture projects this year. The joint venture line item must be used on projects that with our fellow destination marketing organizations. We are very pleased with the projects we did this year. Visit our **inquiry source reports** and our FY 2020 media performance tracking report (attached) with details for the following joint ventures. Due to document size limitations of webgrants, we have provided a link to a **DropBox** to view all scans and screens shots of our advertisements.

1. Montana Accommodations Guide Printing (MOTBD) - This project was successful, and we would certainly do again.
2. VisaVue (MOTBD) - This project was successful and we would certainly do again.
3. Winter G2G (Yellowstone Country) - This project was successful and we to build upon it with additional niche markets in FY 2020.
4. Warm G2G (Yellowstone Country) - This project was successful and we to build upon it with additional niche markets in FY 2020.
5. Sojern (MOTBD) - This project was successful, and we would certainly do again.
6. Trip Advisor - This project was successful, and we would certainly do again.
7. Crown of the Continent MapGuide Reprint - This project was successful, and we would certainly do again.

1) Along with other regional organizations, Glacier Country contributed funding to MOTBD to assist with printing costs to publish the Montana Accommodations Guide that is available at VICs and chambers of commerce across the state. With a minimal investment, we are able to serve thousands of visitors who still embrace print publications over digital mobile devices.

2) VisaVue is data research for consumer and commercial visitor spend made using Visa credits cards. Our participation in this joint venture with MOTBD allows them the regional level data and well as us. This data is proprietary so I cannot share the detailed report you can access some of it via **MOTBD research tool**.

3 + 4) We partnered with Yellowstone Country Tourism on a new niche marketing program called **Glacier to Geysers**. This project allowed Yellowstone Country and Glacier Country to pool our funds to market our regions to specific psychographic targets.

This year, we expanded the site to include not just snowmobile and motorcycle but

Consumer	Joint Ventures	<p>These joint venture methods are determined as the opportunities become available or as projects with our follow regions, CVBs and MOTBD are necessary throughout the year. All efforts done will comply with the rules and regulations.</p>	<p><a href="https://destinationthink.com/destinations-shifting-to-digital-first-marketing-improve-word-of-mouth-promotion">https://destinationthink.com/destinations-shifting-to-digital-first-marketing-improve-word-of-mouth-promotion</a></p>	<p>These funds are to be used for allowable joint venture opportunities we are unaware of when we prepare our marketing plan each year. As these projects are done, we will follow the measurement and reporting requirements in the rules and regulations for the methods implemented. Our tracking will be monitored by project that will ultimately impact the results of our consumer response, electronic response, social media response, website stats, consumer/B2B database leads, media stories and consumer/B2B itineraries.</p>	<p>Every project we do ultimately results in the overall success of our program. While do not know what these projects are in the beginning of the year, we certainly appreciate the ability to use the line item as a funding source. Each will be an allowable project and will follow the measurement and reporting requirements in the rules and regulations.</p>	<p>\$90,000.00</p> <p>The website is our key marketing and fulfillment tool. Our digital campaign delivered over 6,439,362 impressions, .70% CTR at a CPC of \$8.11.</p> <p>5) Sojern Digital Marketing Winter (MOTBD) – 1,386,552 impressions delivered, 4,637 clicks, .33% CTR = \$7.21 CPM</p> <p>6) Sojern Digital Marketing Warm (MOTBD) – 1,2,005,975 impressions delivered, 3,855 clicks, .19% CTR = \$3.74 CPM</p> <p>7) Crown of the Continent MapGuide Reprint - These maps continue to be in credibly popular with an order of 74,975 in July 2019 and 90,353 distributed between July and December of 2019.</p> <p>Joint ventures sometimes do not provide for strong performance tracking but do provide for strong brand awareness for not only Montana but for Glacier Country as well. We try to invest in projects we can track but acknowledge this is not always possible. All of these joint venture projects were successful and we would do again.</p> <p><i>Due to COVID-19, some projects and programs were interrupted beginning in April 2020. Our marketing efforts pivoted from outward facing to inward facing to ensure the health and safety of our communities while ensuring nonresident visitors remained inspired to visit when travel was deemed appropriate.</i></p> <p>FY 2020 relevant goal/results:</p> <ul style="list-style-type: none"> <li>• Increase overall consumer response by 2% over FY19 Actual: 1,852,609/% Change: 3%</li> <li>• Increase electronic response by 2% over FY19 Actual: 1,797,187/% Change: 4%</li> <li>• Maintain social media reach from FY19 Actual: 19,282,627 -27%</li> <li>• Increase social media audience by 2.5% over FY19 Actual: 387,304/% Change: 2%</li> <li>• Increase use of responsive website by 2% over FY19 Actual: 1,594,892/% Change: 4%</li> <li>• Increase our consumer lead database by 2% over FY19 Actual: 1,202,842/% Change: 10%</li> <li>• Increase our trade show database by 4% over FY19 Actual: 2,425/% Change: 23%</li> <li>• Media stories to increase by 1% over FY19 \$3,612,302.88/% Change: 19%</li> <li>• Fund chamber/visitor information centers at up to \$4,000 per project from Memorial Day to Labor Day FY19 Actual: 8</li> <li>• Increase consumer and group suggested itineraries by two Actual: 2/% Change: 0%</li> <li>• Revenue indicators for performance             <ul style="list-style-type: none"> <li>◦ Lodging tax revenue compared to 2019 Actual: \$10,041,437/% Change: -4%</li> <li>◦ Monitor RevPAR by 1.5% (STR) Actual: 54.22% Change: -13.6%</li> <li>◦ Monitor RevPAR by 1.5% (AIRDNA) - Did not subscribe to data due to data irregularities</li> </ul> </li> </ul>	<p>Glacier Country FY20 TOTAL Media Plan + Performance Report.pdf</p>
						<p>Glacier Country continues to employ a robust blog and social media strategy. Social media is an important aspect of our overall digital effort.</p> <p>Several years ago, we started to see the impacts of several significant shifts in three primary social channels, facebook, instagram and twitter. Over the course of the last three years we made significant changes to our strategy to determine the content we post. This strategy has been incredibly successful. In mid-March of 2020, we paused our paid social media</p>	

Consumer	Social Media	<p>Leveraging the power of social media to complement our various marketing strategies is one of our key program areas. The use of social media by destination marketing organizations to build brand support, create genuine conversations and inspire audiences to visit continues to be extremely effective. 14% of all our leads is sourced from our social media channels. Even with the great number of challenges social media channels are presenting, we still see steady traffic each year through organic, sponsored and paid social media efforts.</p> <p>To date, our social media channels include facebook, instagram, twitter, pinterest, linkedin and snapchat.</p>	<p>Glacier Country Tourism market and industry support research for FY 2020: Link + PW: GlacierFY20.</p> <p>Travelers are willing to receive personalized offers. 57% U.S. travelers, 50% French travelers, 32% German travelers and 44% U.K travelers who agree to "Receiving personalized offers through text, email or social media apps such as Facebook, Instagram or Snapchat." Source: Phocuswright's <i>U.S. Traveler Technology Survey Seventh Edition; Phocuswright's European Traveler Technology Survey 2017</i> (forthcoming July 2017)</p> <p>"Social demands a new content approach. One of the biggest reasons content marketing has become dominant is the relentless pace of social media publishing. But rather than thinking about social media like other media channels, where the goal is to run a "campaign" with clear start and end dates, think of social more like a never-ending conversation with your audience. That has key implications for how content is created and published." <i>The State of Content Marketing in Travel 2017</i></p> <p><a href="https://destinationthink.com/3-content-marketing-trends-dmo-2019">https://destinationthink.com/3-content-marketing-trends-dmo-2019</a></p> <p>Social media is a great litmus test for how lifestyle brands have come to dominate the cultural conversation. Take for instance a recent survey by Marketing Sherpa investigating why consumers "Liked" various brands in social media. Although reasons like getting promotions or wanting to buy their products were top responses, other more interesting answers emphasized that the chosen brands produced "useful" or "entertaining" content (mentioned by 38% and 31% of respondents) or that the brand "reflects my lifestyle," which was mentioned by another 24% of respondents. <i>The Rise of Lifestyle Branding in Travel, Jeremy Kressman</i></p>	<p>Social media is incredibly easy to track - we have consistent handles and hashtags across all of our channels (@GlacierMT &amp; #GlacierMT) and use unique hashtags to credit and track engagement overall or by campaign. We also use third party tools such as Meltwater to monitor and track impressions, engagement and audience - which are all used in our overall assessment for measuring success.</p> <p>We spend a good amount of time monitoring changes the social platforms present - including algorithms and third-party hashtag tracking. We must continue to adjust our strategy to counter the programming changes with organic posts and supplement the higher performing posts with paid boosts and ads.</p> <p>We plan to continue to maintain a strong social media strategy in our future marketing efforts.</p> <p>To view all reports and collateral for our social efforts in FY 2018, please visit this <b>DropBox</b> folder.</p>	<p>Our social media channels are used to reach new audiences and to support our other programs. Glacier Country's social media channels are a source of inspiration, orientation and fulfillment. It's a community gathering place where prospective visitors can garner up-to-date information about our region, as well as become more familiar with what we offer the visitor.</p> <p>The content we share on our social media channels varies. As a region, we feel it's necessary to provide useful, pertinent and up-to-date information, as well as points of interest. Our social media plays a role in inspiration by including jaw-dropping images: some are icons, while others are off-the-beaten path gems. As our region is diverse and includes various communities, we also utilize our channels to highlight various locations and destinations from throughout the region, ranging from local gems to events. Typically, our facebook posts include a photo or video to supply visually pleasing and engaging content to our users.</p>	\$30,000.00	<p>strategy in light of the global coronavirus pandemic but maintained our organic efforts - even increasing our content to help with safety messaging that blended with inspirational content encouraging people to keep Western Montana in mind for future travel. Our overall impression delivery was down 27% compared to the previous year with 19,282,627 impressions but our engagement was up 45% - 1,573,322 and our audience continued to increase to 389,017 which is a 3% increase.</p> <p>Our paid social media efforts produced 5,471,408 impressions, 135,053 clicks for a 2.47% CTR.</p> <p>This marketing method was successful as it achieved what we had hoped as measured in our overall goals/results below. We plan to continue to maintain a strong social media strategy in our future marketing efforts.</p> <p>To view all reports for our social efforts, please see the attached PDF report. To view our social media channels, visit our <b>website</b> and follow the social media and <b>consumer</b> and <b>B2B</b> blog links at the upper navigation bar.</p> <p><i>Due to COVID-19, some projects and programs were interrupted beginning in April 2020. Our marketing efforts pivoted from outward facing to inward facing to ensure the health and safety of our communities while ensuring nonresident visitors remained inspired to visit when travel was deemed appropriate.</i></p> <p>FY 2020 relevant goal/results:</p> <ul style="list-style-type: none"> <li>Increase overall consumer response by 2% over FY19 Actual: 1,852,609/% Change: 3%</li> <li>Increase electronic response by 2% over FY19 Actual: 1,797,187/% Change: 4%</li> <li>Maintain social media reach from FY19 Actual: 19,282,627 -27%</li> <li>Increase social media audience by 2.5% over FY19 Actual: 387,304/% Change: 2%</li> <li>Increase use of responsive website by 2% over FY19 Actual: 1,594,892/% Change: 4%</li> <li>Increase our consumer lead database by 2% over FY19 Actual: 1,202,842/% Change: 10%</li> <li>Increase our trade show database by 4% over FY19 Actual: 2,425/% Change: 23%</li> <li>Media stories to increase by 1% over FY19 \$3,612,302.88/% Change: 19%</li> <li>Fund chamber/visitor information centers at up to \$4,000 per project from Memorial Day to Labor Day FY19 Actual: 8</li> <li>Increase consumer and group suggested itineraries by two Actual: 2/% Change: 0%</li> <li>Revenue indicators for performance             <ul style="list-style-type: none"> <li>Lodging tax revenue compared to 2019 Actual: \$10,041,437/% Change: -4%</li> <li>Monitor RevPAR by 1.5% (STR) Actual: 54.22% Change: -13.6%</li> <li>Monitor RevPAR by 1.5% (AIRDNA) - Did not subscribe to data due to data irregularities</li> </ul> </li> </ul> <p>We find having a digital asset management library and being able to have a budget that accommodates customized photoshoots, photo call outs and hero image rights use is absolutely invaluable. Each year we strive to build our still and video library with fresh content. Video content acquired is sent to <b>Barberstock</b> and they break our b-roll into manageable video clips that can be used in creating dynamic and diverse video for our marketing efforts.</p> <p>We purchased images from the following photographers/videographers: Michael Gribbin, Nathan Peterson, Aaron Theisen, Laurie Childs, Colton Stiffler, Max Lau, Brian Christanson, Scott Wheeler, Larry McMillian, Eric Matt, Chorski, Noah Couser, Lyman Gillen.</p>	FY2020SocialMediaReport.pdf
							<p>We find having a digital asset management library and being able to have a budget that accommodates customized photoshoots, photo call outs and hero image rights use is absolutely invaluable. Each year we strive to build our still and video library with fresh content. Video content acquired is sent to <b>Barberstock</b> and they break our b-roll into manageable video clips that can be used in creating dynamic and diverse video for our marketing efforts.</p> <p>We purchased images from the following photographers/videographers: Michael Gribbin, Nathan Peterson, Aaron Theisen, Laurie Childs, Colton Stiffler, Max Lau, Brian Christanson, Scott Wheeler, Larry McMillian, Eric Matt, Chorski, Noah Couser, Lyman Gillen.</p>	

<p>Consumer</p>	<p>Digital Asset Management/Aquisition</p>	<p>Glacier Country continues to use professional photographers to capture seasonal images allowing us to promote our area visually. The images represent Glacier Country through stunning photography with an emphasis on 'people in place.' Over the years, we have acquired a great deal of professional video footage via value added opportunities with video/film projects we have assisted with.</p> <p>Our photo acquisition strategy is to either contract for custom images via photo shoot(s) with a professional photographer/videographers where Glacier Country Tourism owns the rights to the images or to acquire rights-managed images already obtained by these professionals. When possible, we will obtain permanent or long-term unlimited usage rights for images. The photos in our attached marketing plan showcases images we have acquired and house in our digital library.</p>	<p>Glacier Country Tourism market and industry support research for FY 2020: Link + PW: GlacierFY20.</p>	<p>Most of our success hinges on the imagery we present in all of our projects and programs. Strong performance has a great deal to do with having a strong library of still and video assets.</p> <p>We will measure the success of this method by monitoring the total number of images (still + video) from photographers/videographers and by the number of new digital assets we add each year to the system.</p>	<p>New imagery allows us to present a fresh look for the region resulting in long-term cost savings. It is also important for us to continue our effort to be on brand with Montana's overall branding effort using not just good photography but "great" photography to tell our story.</p>	<p>\$35,000.00</p>	<p>As of June 30, 2020, we have approximately 8,230. We added 2,836. Over the year, we culled our library for duplicate or similar images leaving us with a better curated and searchable library.</p> <p>This marketing method is extremely successful, and we would certainly do again as the outcome is critical to our overall success and was exactly as we had anticipated.</p> <p><i>Due to COVID-19, some projects and programs were interrupted beginning in April 2020. Our marketing efforts pivoted from outward facing to inward facing to ensure the health and safety of our communities while ensuring nonresident visitors remained inspired to visit when travel was deemed appropriate.</i></p> <p>FY 2020 relevant goal/results:</p> <ul style="list-style-type: none"> <li>Increase overall consumer response by 2% over FY19 Actual: 1,852,609/% Change: 3%</li> <li>Increase electronic response by 2% over FY19 Actual: 1,797,187/% Change: 4%</li> <li>Maintain social media reach from FY19 Actual: 19,282,627 -27%</li> <li>Increase social media audience by 2.5% over FY19 Actual: 387,304/% Change: 2%</li> <li>Increase use of responsive website by 2% over FY19 Actual: 1,594,892/% Change: 4%</li> <li>Increase our consumer lead database by 2% over FY19 Actual: 1,202,842/% Change: 10%</li> <li>Increase our trade show database by 4% over FY19 Actual: 2,425/% Change: 23%</li> <li>Media stories to increase by 1% over FY19 \$3,612,302.88/% Change: 19%</li> <li>Fund chamber/visitor information centers at up to \$4,000 per project from Memorial Day to Labor Day FY19 Actual: 8</li> <li>Increase consumer and group suggested itineraries by two Actual: 2/% Change: 0%</li> <li>Revenue indicators for performance             <ul style="list-style-type: none"> <li>Lodging tax revenue compared to 2019 Actual: \$10,041,437/% Change: -4%</li> <li>Monitor RevPAR by 1.5% (STR) Actual: 54.22% Change: -13.8%</li> <li>Monitor RevPAR by 1.5% (AIRDNA) - Did not subscribe to data due to data irregularities</li> </ul> </li> </ul>
		<p>Film-induced tourism can affect travel decisions made when potential tourists plan their upcoming holiday or visit to a destination.</p> <p>Films, documentaries, TV-productions and commercials inspire people to experience the locations seen in the content screened, to explore new destinations. Film tourism is an excellent vehicle for destination marketing and also creates opportunities for product and community entrepreneur development such as location tours or film heritage museums to name but a few.</p>	<p>Film tourism can be defined as a branch of cultural tourism (Zimmermann, 2003, p.76) and refers to the growing interest and demand for locations which became popular due to their appearance in films and television series. Zimmermann describes film tourism as all forms of travelling</p>	<p>These funds are to be used for allowable opportunities we are unaware of when at the time we apply for funding approval each year. As these projects are done, we will follow the measurement and reporting requirements in the rules and regulations for the allowable methods for each and talk about the overall success of each and whether we would</p>	<p>Film-induced tourism and destination branding are one of the fastest growing sectors in tourism currently. With the recent passing of the MEDIA Act which provides for a 20% production expenditure tax credit, with additional components that can increase the transferable credit to a maximum of 35% of total base film production investment, Montana is set to see a significant growth in film productions.</p> <p>Glacier Country Tourism understands there are some key issues that need to be considered before promoting a location for film productions and tourism. Knowing this, we also understand we can play an important role in promoting our region as a film destination applying responsible tourism</p>		<p>We had two opportunity projects we used Film Opportunity Marketing funds for this year. See attached document for samples of the ads and intro image of the video we ran. To see a clip, view in DropBox. All of the projects below were successful, and we would certainly do again as the outcome of each was exactly as we had anticipated.</p> <ol style="list-style-type: none"> <li>Big Sky Documentary Film Festival - Sponsorship which included a :30 video during screenings. This project was successful, and we would certainly do again. See the attached PDF for samples of the sponsorship deliverables.</li> <li>International Wildlife Film Festival - Sponsorship which included a full-page ad in program, logo and name representation, :10 on-screen ad. See the attached PDF for samples of the sponsorship deliverables.</li> </ol> <p><i>Due to COVID-19, some projects and programs were interrupted beginning in April 2020. Our marketing efforts pivoted from outward facing to inward facing to ensure the health and safety of our communities while ensuring nonresident visitors remained inspired to visit when travel was deemed appropriate.</i></p> <p>FY 2020 relevant goal/results:</p> <ul style="list-style-type: none"> <li>Increase overall consumer response by 2% over FY19 Actual: 1,852,609/% Change: 3%</li> <li>Increase electronic response by 2%</li> </ul>

Film	Opportunity Marketing	<p>Glacier Country Tourism will use this method to explore opportunities where we can work directly with the Montana Film Office and other leading film production businesses and organizations develop projects and programs leverage the MEDIA Act - helping communities who desire to learn more about how to work with the industry. We will also serve as film ambassadors for the communities within our region for the Montana Film Office when they have production companies who need more local support and information.</p>	<p>to destinations, which in general enable a connection with the world of film (Zimmermann, 2003, p.76). Tomala K., Faber F. (2011) Film tourism. In: Papathanassis A. (eds) The Long Tail of Tourism. Gabler</p>	<p>do it again.</p> <p>For example: We will provide event information. We will track advertising response, website stats, database leads and media stories for paid and earned media projects, if available.</p>	<p>practices, creating a film-friendly environment in advance, through community participation and awareness campaigns, safety and security, service excellence and understanding the impact of destination branding to name but a few, especially in our region where film tourism is still a fairly unexplored concept.</p> <p>Film tourism provides an abundance of community and product development opportunities if approached responsibly and applied correctly. It is a fast-paced industry, driven by creative passion, positive energy and tremendous enthusiasm, which we believe can be cross-pollinated into the tourism and services sector.</p>	\$6,000.00	<ul style="list-style-type: none"> <li>over FY19 Actual: 1,797,187/% Change: 4%</li> <li>Maintain social media reach from FY19 Actual: 19,282,627 -27%</li> <li>Increase social media audience by 2.5% over FY19 Actual: 387,304/% Change: 2%</li> <li>Increase use of responsive website by 2% over FY19 Actual: 1,594,892/% Change: 4%</li> <li>Increase our consumer lead database by 2% over FY19 Actual: 1,202,842/% Change: 10%</li> <li>Increase our trade show database by 4% over FY19 Actual: 2,425/% Change: 23%</li> <li>Media stories to increase by 1% over FY19 \$3,612,302.88/% Change: 19%</li> <li>Fund chamber/visitor information centers at up to \$4,000 per project from Memorial Day to Labor Day FY19 Actual: 8</li> <li>Increase consumer and group suggested itineraries by two Actual: 2/% Change: 0%</li> <li>Revenue indicators for performance             <ul style="list-style-type: none"> <li>Lodging tax revenue compared to 2019 Actual: \$10,041,437/% Change: -4%</li> <li>Monitor RevPAR by 1.5% (STR) Actual: 54.22/% Change: -13.6%</li> <li>Monitor RevPAR by 1.5% (AIRDNA) - Did not subscribe to data due to data irregularities</li> </ul> </li> </ul>	FY20 Film Festivals Final.pdf
Group Marketing	Group Marketing Personnel	<p>Glacier Country Tourism has a Tourism Sales Manager who develops, manages and monitors group and International FIT sales and marketing programs. We see improvement in group sales with several operators spending more time in Glacier Country and using the numerous sample itineraries developed by our Tourism Sales Manager. We plan to continue our current efforts as outlined while also setting aside some resources</p>	<p>Glacier Country Tourism market and industry support research for FY 2020: Link + PW: GlacierFY20.</p> <p>ABA estimates that one motor coach staying overnight generates roughly \$12,000 in economic impact to that community in lodging, restaurants, retail and attractions. Most tours stay an average of two to three nights in the Glacier Country region when touring Montana.</p> <p>Travel to US stats/to Montana Stats (ITRR stats):</p> <ul style="list-style-type: none"> <li>68% of first time travelers to Montana come for GNP and Yellowstone</li> <li>80% of return travelers are coming back to see the less traveled parts of MT</li> </ul>	<p>We measure success in this area by monitoring the number of appointments and additional interest we have at our trade shows as well as gauging the overall interest with the operators we work with. While we do not have direct access to the booking data from these markets, it is very exciting when we hear from our properties, they have signed new or have renewed service contracts, operators have picked up an itinerary and added it to their product catalog or the operators are working directly with us on custom itineraries. Montana Office of Tourism and Business Development, Glacier Country Tourism and our ever-growing group of partners continue to encourage us to continue our efforts and thus we are excited to</p>	<p>Glacier Country Tourism has, for several years, been developing a collaborative and broad-based approach to group travel; group tours, foreign independent travel (FIT), incentive travel, sports, meeting and conventions. We feel we have a strong FIT/group tour program but find other areas can be challenging from a regional perspective.</p> <p>Group marketing is often more complex and requires a personal relationship to be built and maintained with industry representatives. Building that relationship with planners and tour operators takes time (domestic is 2-3 years/international is 3-5 years). Our current Tourism Sales Manager has been</p>	\$74,000.00	<p>This person is dedicated to marketing and developing strong relationships with meeting planners, tour operators, FIT operators, etc.</p> <p>The tourism sales manager has continued to build the group travel market by developing new and maintaining strong relationships with group planners and operators - doing proper follow-up, which is essential with these markets. She along with the rest of our team conduct studies of the needs, preferences and satisfaction of our B2B markets. She attends trade shows throughout the nation that meets Glacier Country's target markets and demographics and follows up on leads from travel shows with written correspondence, emails, phone calls, etc. and assisting the marketing team as necessary. A key element to this position is developing sample itineraries and being a resource to planners and operators as they develop and market their own.</p> <p>The tourism sales manager prepares an annual budget and plan for group business to business (B2B) marketing which includes trade shows, itinerary development and works with travel trade press and our public relations and social media team to effectively market Glacier Country. Especially with the FIT market, we feel the webpage tracking of international visitation to our site shows continued growth in our identified markets. New this year was the addition of a new destination weddings microsite (privately funded).</p> <p>We continued our social media effort to help support B2B marketing.</p> <p>This year, we increased our trade show database by 23% (total leads equals 2,425). We added two B2B itineraries, sent 4 newsletters (2,917 sends, 667 opens, 22.87% open rate, 59 clicks, 2.02% click thru rate), B2B blog readership increased 11% (total readership equals 138,669), received 11 meeting RFPs, LinkedIn followers increased 21% (total equals 194). We track partner referrals for all the above using SV reports which can be viewed in Trade Show reporting.</p> <p>Attached is the report of her activities in monthly reports and the job description. Due to COVID, this employee was placed on temporary partial furlough beginning in May. She remained on furlough through most of July 2020. This is noted in her</p>	Tourism Sales Manager Personnel Reports FY20.pdf

allowing us to be flexible and responsive. Groups refers to meetings and conventions, incentive travel, weddings, reunions, foreign independent travel (FIT), group tours, loyalty programs, etc. See attached job description.

*Detailed statistical modeling over 18 years and 14 industries indicates that for every dollar invested in business travel, U.S. companies have experienced a \$9.50 return in terms of revenue.*

12.2% of travelers rely on travel agencies and tour operators for inspiration and booking assistance. *The State of the American Traveler, Destination Analysts*

help broaden our visitor base and extend our visitation to our shoulder seasons.

We are moving into our 5th year in a statewide DMO partnership with MOTBD, CVBs and TBIDs with a booth at IMEX. We have moved from a single booth to a triple booth because of the increasing number of DMOs wanting to partner with us at the largest meeting market show in the U.S.. This year, we are expanding to allow private partners to schedule and conduct their speed networking meetings.

with us for over five years now and the time she spends assisting operators and planners with their itineraries is growing steadily. Montana Office of Tourism and Business Development and Glacier Country Tourism have had consistent attendance and strong relations with these markets for many years. We continue to see additional interest and engagement from other Montana public and private partners and are thrilled to have a growing delegation when many other areas/states are decreasing.

reports.

This marketing method was successful as it achieved what we had hoped as measured in our overall goals/results below. We plan to continue to use this method in our future marketing efforts.

*Due to COVID-19, some projects and programs were interrupted beginning in April 2020. Our marketing efforts pivoted from outward facing to inward facing to ensure the health and safety of our communities while ensuring nonresident visitors remained inspired to visit when travel was deemed appropriate.*

FY 2020 relevant goal/results:

- Increase overall consumer response by 2% over FY19 Actual: 1,852,609/% Change: 3%
- Increase electronic response by 2% over FY19 Actual: 1,797,187/% Change: 4%
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  - Lodging tax revenue compared to 2019 Actual: \$10,041,437/% Change: -4%
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  - Monitor RevPAR by 1.5% (AIRDNA) - Did not subscribe to data due to data irregularities

Glacier Country Tourism has attended and participated in a number of targeted travel and trade shows over

We measure success in this area by monitoring the number of appointments and additional interest we have at our

The tourism sales manager attends various trade shows throughout the year. At the completion of each show, a trade show report is written with a summary of the show and any takeaways and recommendations for group marketing as a whole or related to the trade show specifically. A trade show contact list is also created that summarizes each meeting that the tourism sales manager has as well as specific information that is helpful to determine businesses and communities in our region that may benefit from the B2B contact and the tour or event they are planning. Easy to import datasets are also created and posted publicly so any all businesses in the region can follow up on these leads.

- Attended IMEX America – September 9 – 13, 2019
- Attended Small Market Meetings – October 24 – 26, 2019
- Attended National Tour Association (NTA) – December 8 – 11, 2019
- Attended American Bus Association (ABA) – January 11 – 15, 2020
- Postponed due to COVID – Go West Summit March 2020 to September 2020 (decided to go virtual for 2020 and 2021, our registration fee was paid in FY20 and will pay for both years)
- Cancelled due to COVID – International Roundup April 2020 (refunded registration fee)
- Cancelled due to COVID – IPW May 2020 (no fees paid for this show)

View attached report for all show reports attended.

Overall, we increase our trade show

<p>Group Marketing</p>	<p>Travel/Trade Shows</p>	<p>the years: consumer, group tour, international foreign independent travel (FIT), meeting and conventions, incentive travel and loyalty travel. We will continue to attend shows we have found successful and evaluate new shows to see if they fit our target markets. We strive to collaborate with CVB's, tourism regions and private partners as much as possible.</p> <p>Of the group tour, incentive travel, meeting and convention and FIT trade shows, we are currently planning to attend National Tour Association (NTA), American Bus Association (ABA), U.S. Travel Association's IPW and GoWest Summit, Rocky Mountain International (RMI) Roundup, Smart Meetings West and IMEX. We have a PR aspect at IPW doing speed networking with media at the media marketplace. At these shows, travel guides, market specific collateral, itineraries, maps as well as our Glacier Country Travel Guide and/or show specific one-sheets will be distributed digitally or in print if appropriate.</p>	<p>Glacier Country Tourism market and industry support research for FY 2020: Link + PW: GlacierFY20.</p> <p>ABA estimates that one motor coach staying overnight generates roughly \$12,000 in economic impact to that community in lodging, restaurants, retail and attractions. Most tours stay an average of two to three nights in the Glacier Country region when touring Montana.</p> <p>The Chinese Market: The U.S. Department of Commerce projects travel from China to the United States to increase 274 percent through 2016. The China National Tourism Administration reported that over 80 million Chinese citizens traveled overseas in 2012. The United States has always been the #1 dream destination for the Chinese travelers.</p>	<p>trade shows as well as gauging the overall interest with the operators and planners we work with. While we do not have direct access to the booking data from these markets, it is very exciting when we hear from our properties, they have signed new or have renewed service contracts, operators have picked up an itinerary and added it to their product catalog or the operators are working directly with us on custom itineraries. We measure success by tracking our leads and noting the key takeaways from each meeting or conversation. We also produce a show report that summarizes the trade show. All of this data is tracked in Simpleview. See attached report as an example.</p> <p>Montana Office of Tourism and Business Development, Glacier Country Tourism and our ever-growing group of partners continue to encourage us to continue our efforts and thus we are excited to help broaden our visitor base and extend our visitation to our shoulder seasons through our B2B programs.</p>	<p>With so many travel options in and out of the United States, a strong delegation of travel experts from a state, region and community at travel trade shows makes a huge difference. It takes a delegation to put the state of Montana in the mind of the tour operators and planners. The more appointments a tour operator has with a specific state or region, the more likely they will get the answers to the questions they have about what that area can offer to their clients. It takes the expertise of (regions/CVB's/TBIDs/hotels/attractions) to showcase what the clients can experience in their communities. The strongest delegations are noticed at travel trade shows and have the most exposure. We are building participation for these markets with more delegates committing to not only attending the shows but partnering on booths and other efforts.</p>	<p>\$50,000.00</p> <p>database by 4% over FY19 Actual: 2,425/% Change: 23%.</p> <p>We have increased tracking for the trade shows we attend by better utilizing Simpleview for reporting. We are tracking community referral to meeting planners, community referral to tour operator, partner referrals to meeting planners and partner referrals to tour operators along with our trade show contact reports that note who our TSM talked with and about what. These are done for each show and reports are included in the show folders.</p> <p>This marketing method was successful as it achieved what we had hoped as measured in our overall goals/results below. We plan to continue to use this method in our future marketing efforts.</p> <p><i>Due to COVID-19, some projects and programs were interrupted beginning in April 2020. Our marketing efforts pivoted from outward facing to inward facing to ensure the health and safety of our communities while ensuring nonresident visitors remained inspired to visit when travel was deemed appropriate.</i></p> <p>FY 2020 relevant goal/results:</p> <ul style="list-style-type: none"> <li>Increase overall consumer response by 2% over FY19 Actual: 1,852,609/% Change: 3%</li> <li>Increase electronic response by 2% over FY19 Actual: 1,797,187/% Change: 4%</li> <li>Maintain social media reach from FY19 Actual: 19,282,627 -27%</li> <li>Increase social media audience by 2.5% over FY19 Actual: 387,304/% Change: 2%</li> <li>Increase use of responsive website by 2% over FY19 Actual: 1,594,892/% Change: 4%</li> <li>Increase our consumer lead database by 2% over FY19 Actual: 1,202,842/% Change: 10%</li> <li>Increase our trade show database by 4% over FY19 Actual: 2,425/% Change: 23%</li> <li>Media stories to increase by 1% over FY19 \$3,612,302.88/% Change: 19%</li> <li>Fund chamber/visitor information centers at up to \$4,000 per project from Memorial Day to Labor Day FY19 Actual: 8</li> <li>Increase consumer and group suggested itineraries by two Actual: 2/% Change: 0%</li> <li>Revenue indicators for performance             <ul style="list-style-type: none"> <li>Lodging tax revenue compared to 2019 Actual: \$10,041,437/% Change: -4%</li> <li>Monitor Rev/PAR by 1.5% (STR) Actual: 54.22% Change: -13.6%</li> <li>Monitor Rev/PAR by 1.5% (AIRDNA) - Did not subscribe to data due to data irregularities</li> </ul> </li> </ul>	<p>FY20 Trade Show Reports.pdf</p>
		<p>Glacier Country Tourism plans to participate in hosting/co-hosting familiarization tours for one or more of our identified group markets and trade media. For many years, we have been developing a collaborative and broad-based approach to group travel; group</p>				<p>We feel we continue to meet our objectives for this marketing segment by not only partnering with other DMOs in region, in state, regionally and nationally, but also by working directly with B2B operators, planners and trade press to market the businesses, attractions and communities across the region as a destination.</p> <p>Due to COVID-19, we had just a couple small expenses related to FAM trips. We were able to create two new FAM itineraries (see attached). One of the primary benefits we provide our communities are direct referrals as our tourism sales manager actively works with operators and planners as they develop events and product. Group business was nonexistent during most of 2020 and will be very limited in 2021 but active planning for 2022 and beyond is happening now.</p> <p>FAM and trade media efforts bring national and international media exposure and inspire planners and operators to book business in our region. We occasionally are notified of these bookings but for the most part their remains strong hesitation by hospitality properties to share this information - we respect that and</p>	

Group Marketing	Fam Trips	<p>tours, foreign independent travel (FIT), incentive travel, meeting and conventions and bank loyalty.</p> <p>Each year, in an effort to provide trade media and visiting operators/planners with a firsthand experience of Western Montana, Glacier Country Tourism assists and/or hosts various professionals along the way. We will continue this effort by using a portion of our budget to coordinate and/host trade professional(s) in regard to their upcoming visit to our region. Oftentimes, we assist them with developing an itinerary and arranging their visit. This program follows the same requirements we use for regular press or group familiarization trips tracking names, affiliated business or publication and any received media or planned itineraries developed and/or booked if provided by business.</p> <p>In May 2015, Glacier Country developed a meeting and convention FAM trip including Missoula, Kalispell and Whitefish and meetings properties and communities in between. The CVB's, TBIDs and private sector partners were outstanding partners in this effort. This FAM was so successful, we are now hosting one every year with up to five different vetted planners each year.</p>	<p>Glacier Country Tourism market and industry support research for FY 2020: Link + PW: GlacierFY20.</p> <p>According to Adventure Travel and Trade Association, food tourism represents vast opportunity; over one third of global tourism expenditure is on food and beverage products, and tourists are increasingly identifying local food and food experiences as their primary and secondary motivations for choosing specific destinations. ATIA's recent research shows that many adventure operators are already innovating in this industry with their product. Key Findings from this study include:</p> <p>71 percent of adventure itineraries have an experiential food focus of some kind.</p> <p>For operators offering "high food focus" itineraries, the average reported price per day for such trips was \$472 USD</p>	<p>We plan to follow the measurements as required by the rules and regulations. While we do not have direct access to the booking data from these markets, we continue to stress to our partners how important it is we hear when they have signed new or have renewed service contracts. It is also important to know when operators have picked up an itinerary we have pitched and added it to their product catalog, or the operators are working directly with any of us on custom itineraries. Montana Office of Tourism and Business Development, Glacier Country and our ever-growing group of partners continue to encourage us to continue our efforts and thus we are excited to help broaden our visitor base and extend our visitation to our shoulder seasons.</p>	<p>The assistance of an in-region partner group - formed to develop a strategy to meet the needs of all while balancing the mission and resources of our organization and others - has been of great assistance in FAM trip coordination and facilitation. These tours for group and FIT travel are part of the joint strategy and rationale we all share. Pooling our expertise, time and resources has done nothing but developed a stronger coalition of partners dedicated to this market segment and reaping the diverse and long-term benefits of it.</p>	<p>\$30,000.00</p> <p>understand how they feel but also know we and our DMO partners play a vital part role in bringing this business to our area.</p> <p>This marketing method was successful as it achieved what we had hoped as measured in our overall goals/results below. We plan to continue to use this method in our future marketing efforts.</p> <p><i>Due to COVID-19, some projects and programs were interrupted beginning in April 2020. Our marketing efforts pivoted from outward facing to inward facing to ensure the health and safety of our communities while ensuring nonresident visitors remained inspired to visit when travel was deemed appropriate.</i></p> <p>FY 2020 relevant goal/results:</p> <ul style="list-style-type: none"> <li>• Increase overall consumer response by 2% over FY19 Actual: 1,852,609/% Change: 3%</li> <li>• Increase electronic response by 2% over FY19 Actual: 1,797,187/% Change: 4%</li> <li>• Maintain social media reach from FY19 Actual: 19,282,627 -27%</li> <li>• Increase social media audience by 2.5% over FY19 Actual: 387,304/% Change: 2%</li> <li>• Increase use of responsive website by 2% over FY19 Actual: 1,594,892/% Change: 4%</li> <li>• Increase our consumer lead database by 2% over FY19 Actual: 1,202,842/% Change: 10%</li> <li>• Increase our trade show database by 4% over FY19 Actual: 2,425/% Change: 23%</li> <li>• Media stories to increase by 1% over FY19 \$3,612,302.88/% Change: 19%</li> <li>• Fund chamber/visitor information centers at up to \$4,000 per project from Memorial Day to Labor Day FY19 Actual: 8</li> <li>• Increase consumer and group suggested itineraries by two Actual: 2/% Change: 0%</li> <li>• Revenue indicators for performance             <ul style="list-style-type: none"> <li>◦ Lodging tax revenue compared to 2019 Actual: \$10,041,437/% Change: -4%</li> <li>◦ Monitor RevPAR by 1.5% (STR) Actual: 54.22% Change: -13.6%</li> <li>◦ Monitor RevPAR by 1.5% (AIRDNA) - Did not subscribe to data due to data irregularities</li> </ul> </li> </ul>	FY20 Itineraries + Referrals.pdf
Group Marketing	Multi-Media Marketing	<p>We have for several years implemented a business to business (B2B) strategy. Most of these efforts consists of social media but we are committed to a mixed media approach using various forms of promotion in conjunction with other tourism partners. We plan to continue to build upon these successful efforts to find an effective and efficient plan to</p>	<p>Glacier Country Tourism market and industry support research for FY 2020: Link + PW: GlacierFY20.</p> <p>"Like all media, travel media is constantly reinventing itself to adapt to new technologies and changing consumer behaviors. We talk to leaders in the field and look at external threats and opportunities as represented by Facebook, mobile and advertising." <i>Todd Wasserman, Skift</i></p> <p>"More Than 90 Percent of U.S. Households Have Three or More Devices Pinging the Internet," <i>Recode, November 2014</i></p> <p>There is a renewed focus on brands that consumers think understand their values and customize their messages specifically for them. This extends not only to the products</p>	<p>Online promotion is one of the most trackable mediums available today. We are able to gather valuable statistics on how each ad performed. We use all available data for considering our immediate and long-term approach to online marketing we will continue to measure impressions, clicks, click-thru rate, likes, followers, shares and overall engagement to determine the</p>	<p>We feel it is a good idea to support our current efforts with a mixed media promotion plan. We re-launched our group tour and meetings and convention microsites using the same infrastructure as our primary website. We anticipate working with RMI and BrandUSA on paid media programs and compliment with our digital content efforts - social media</p>	<p>\$75,000.00</p> <p>We feel we continue to meet our objectives for this marketing segment both individually with paid media placement but also through joint ventures with partner DMOs in region, in state, regionally and nationally.</p> <p>We have 9 parts to our multimedia plan this year - targeting international, leisure group and meetings.</p> <p>Total circulation for print was 1,123,000 and digital delivered 623,689 impressions, 2,851 clicks for a click thru rate of .46% and CPM of \$4.17.</p> <p>This marketing method was successful as it achieved what we had hoped as measured in our overall goals/results below. We plan to continue to use this method in our future marketing efforts.</p> <p><i>Due to COVID-19, some projects and programs were interrupted beginning in April 2020. Our marketing efforts pivoted from outward facing to inward facing to ensure the health and safety of our communities while ensuring nonresident visitors remained inspired to visit when travel was deemed appropriate.</i></p> <p>FY 2020 relevant goal/results:</p> <ul style="list-style-type: none"> <li>• Increase overall consumer response by 2% over FY19 Actual: 1,852,609/% Change: 3%</li> <li>• Increase electronic response by 2% over FY19 Actual: 1,797,187/% Change: 4%</li> <li>• Maintain social media reach from FY19 Actual: 19,282,627 -27%</li> <li>• Increase social media audience by</li> </ul>	FY20 B2B Multimedia Proofs + Performance Report.pdf

		<p>promote our group opportunities.</p>	<p>that travelers choose to buy, but increasingly to the ads and content they are served by brands as well. "Consumers of all ages want brands to feel personalized and meaningful to them," said Y&amp;R BAV president Michael Sussman, speaking in a 2015 interview with <i>Adweek</i>.</p>	<p>effectiveness of our online advertising efforts.</p>	<p>and blog.</p>		<p>2.5% over FY19 Actual: 387,304/% Change: 2%</p> <ul style="list-style-type: none"> <li>Increase use of responsive website by 2% over FY19 Actual: 1,594,892/% Change: 4%</li> <li>Increase our consumer lead database by 2% over FY19 Actual: 1,202,842/% Change: 10%</li> <li>Increase our trade show database by 4% over FY19 Actual: 2,425/% Change: 23%</li> <li>Media stories to increase by 1% over FY19 \$3,612,302.88/% Change: 19%</li> <li>Fund chamber/visitor information centers at up to \$4,000 per project from Memorial Day to Labor Day FY19 Actual: 8</li> <li>Increase consumer and group suggested itineraries by two Actual: 2/% Change: 0%</li> <li>Revenue indicators for performance                             <ul style="list-style-type: none"> <li>Lodging tax revenue compared to 2019 Actual: \$10,041,437/% Change: -4%</li> <li>Monitor RevPAR by 1.5% (STR) Actual: 54.22/% Change: -13.6%</li> <li>Monitor RevPAR by 1.5% (AIRDNA) - Did not subscribe to data due to data irregularities</li> </ul> </li> </ul>	
<p>Group Marketing</p>	<p>Partner Support</p>	<p>Rocky Mountain International specializes in international tourism marketing and business development for the Rocky Mountain region.</p> <p>The company was founded in 1990 specifically to meet the needs of Rocky Mountain state tourism departments for international tourism marketing in top inbound visitation markets; primarily the United Kingdom (England, Scotland, Wales, Ireland), Germany (Germany, Switzerland, Austria), Benelux (Belgium, Luxembourg, and Netherlands), Australia (Australia and New Zealand), France, Italy and Nordic (Denmark, Sweden, Norway, Finland &amp; Iceland).</p> <p>The five states of Montana, Idaho, North Dakota, South Dakota and Wyoming are united in a regional consortium through RMI branded as the Great American West. Glacier Country Tourism is the only Montana DMO outside of the Montana Office of Tourism and Business Development that is a full marketing partner. The program is a comprehensive cooperative marketing plan including full-service international marketing and public relations services. The international marketing program is designed to promote and develop individual and group travel, pre-</p>	<p>Glacier Country Tourism market and industry support research for FY 2020: Link + PW: GlacierFY20.</p>	<p>With so many travel options in and out of the United States, a strong delegation of travel experts from a state, region and community at travel trade shows makes a huge difference. It takes a delegation to put the state of Montana in the mind of the tour operators and planners. The more appointments a receptive operator has with a specific state or region, the more likely they will get the answers to the questions they have about what that area can offer to their clients. It takes the expertise of (regions/CVBs/TBIDs/hotels/attractions) to showcase what the clients can experience in their communities.</p> <p>We are able to measure the success of this partnership via number of appointments at the RMI Roundup and through the reporting they provide for earned media and how many operators offered product in our region.</p>	<p>RMI is built on the idea that states with related tourism products can greatly benefit from cooperatively marketing internationally. It's more time-efficient and cost-effective to band together and cross-promote tourism products, especially when targeting international visitors who want the western experience and visit multiple states over multi-week itineraries.</p>	<p>\$13,000.00</p>	<p>This is our third year as a full partner Great American West (GAW), formerly Rocky Mountain International (RMI). This partnership investment allows us to be work directly with them and collaborate fully on cooperative programs that market Montana as an international travel destination in markets with in-country/in-language sales representatives.</p> <p>Our partnership allowed us regional content on 11 international translated websites with a GCT landing page, editorial in their quarterly publication, increased reporting (earned media and year end analysis and increased exposure to RMI sponsored events at their trade shows.</p> <p>Via our partnership with Rocky Mountain International, we (MT) have a total reach of 161,878,531 with an earned ad value of \$2,777,621.63 million for trade media specifically in the Glacier Country region. <i>See attached report.</i> These reports are specific to the Glacier Country region.</p> <p>Our in-language webpages resulted in 318 pageviews, averaged 2-minute 37 seconds time on page. Languages include Australia, Benelux, France, Germany, Italy, New Zealand, Nordic, United Kingdom.</p> <p>The FY 2020 TRIPS report showed 39.83% increase in room nights booked/67.72% increase in visitor spend in Missoula, 36.8% increase in room nights booked/66.09% increase in visitor spend in Kalispell and 26.12% increase in room nights booked/60.37% increase in visitor spend in Whitefish.</p> <p>Without programs like GAW and Brand USA, Glacier Country would not be able to afford to promote our region in these countries.</p> <p>This marketing method was successful as it achieved what we had hoped as measured in our overall goals/results below. We plan to continue to use this method in our future marketing efforts.</p> <p><i>Due to COVID-19, some projects and programs were interrupted beginning in April 2020. Our marketing efforts pivoted from outward facing to inward facing to ensure the health and safety of our communities while ensuring nonresident visitors remained inspired to visit when travel was deemed appropriate.</i></p> <p>FY 2020 relevant goal/results:</p> <ul style="list-style-type: none"> <li>Increase overall consumer response by 2% over FY19 Actual: 1,852,609/% Change: 3%</li> <li>Increase electronic response by 2% over FY19 Actual: 1,797,187/% Change: 4%</li> </ul>	<p>GAW Partnership Report FY20 Final.pdf</p>

		packaged tours, convention and incentive tours, and for promotion and publicity across seven (7) international markets.					<ul style="list-style-type: none"> <li>• Maintain social media reach from FY19 Actual: 19,282,627 -27%</li> <li>• Increase social media audience by 2.5% over FY19 Actual: 387,304/% Change: 2%</li> <li>• Increase use of responsive website by 2% over FY19 Actual: 1,594,892/% Change: 4%</li> <li>• Increase our consumer lead database by 2% over FY19 Actual: 1,202,842/% Change: 10%</li> <li>• Increase our trade show database by 4% over FY19 Actual: 2,425/% Change: 23%</li> <li>• Media stories to increase by 1% over FY19 \$3,612,302.88/% Change: 19%</li> <li>• Fund chamber/visitor information centers at up to \$4,000 per project from Memorial Day to Labor Day FY19 Actual: 8</li> <li>• Increase consumer and group suggested itineraries by two Actual: 2/% Change: 0%</li> <li>• Revenue indicators for performance             <ul style="list-style-type: none"> <li>• Lodging tax revenue compared to 2019 Actual: \$10,041,437/% Change: -4%</li> <li>• Monitor RevPAR by 1.5% (STR) Actual: 54.22/% Change: -13.6%</li> <li>• Monitor RevPAR by 1.5% (AIRDNA) - Did not subscribe to data due to data irregularities</li> </ul> </li> </ul>	
Marketing Support	Partner Support	<p>This budget provides for an online DMO system called Simpleview and an online grant system called Submittable.</p> <p>Simpleview is a customer relationship management (CRM) system specifically designed for destination marketing organizations (DMO) combining relationship management tracking, contact records, reporting, communications, financial tracking, etc. with group tour, meetings and convention and FIT sales, public relations, marketing, reporting and more. This industry-specific and DMO tested CRM is created for all areas of business we serve - not just external but internal as well - basically all parties related to the activity.</p> <p>Combining meeting sales, industry partner management, consumer marketing, business analysis, reporting and more, Simpleview CRM is the most widely used tool in destination marketing and we are excited to integrate this into our overall program.</p> <p>Submittable is a grant management software for organizations like Glacier Country Tourism. It allows us to maximize the impact of our grant programs with its online software.</p> <p>Submittable manages grants applications for grant makers helping us streamline and simplify our grants process. It is a cloud-based grants management system allowing us to</p>	<p>Glacier Country Tourism market and industry support research for FY 2020: Link + PW: GlacierFY20.</p> <p>Built specifically for DMOs, Simpleview has been adopted as a highly productive tool. <a href="https://www.simpleviewinc.com/our-world/customers/">https://www.simpleviewinc.com/our-world/customers/</a></p>	<p>We will measure success by continuing to use this tool in the ways it serves us now and into the future - relationship management tracking, contact records, reporting, communications, financial tracking, etc. for all of our program areas. In FY 2019, we are able to continue to expand our uses of Simpleview. We have added several new tracking mechanisms to this program including group leads, FAM trips, media contacts and earned media. Here is a DROPBOX folder that includes some of these reports.</p> <p>We will measure Submittable in the same way, through our ability to effectively and efficiently process our grants and the reporting we are able to present for every program or project awarded. We successfully implemented this application system in FY 2018 for our VIC grant program. We were able to reduce administration time from over 140 hours to under 40 hours. The applicants also appreciate the program and its simplicity.</p>	<p>A constant struggle we have is keeping the information we need to strategize, implement, manage and report our overall efforts current. Over the past ten years, our organization has become increasingly diversified and complex which has led to multiple sources of data we have tried to maintain.</p>	\$22,000.00	<p>Glacier Country utilizes the online DMO system called Simpleview. Simpleview is a customer relationship management (CRM) system specifically designed for destination marketing organizations (DMO) combining relationship management tracking, contact records, reporting, communications, financial tracking, etc. with group tour, meetings and convention and FIT sales, public relations, marketing, reporting, forecasting and more. This industry-specific and DMO tested CRM is created for the businesses we serve - not just those planning a vacation, and not just our partners, tour operators and meeting planners, but our governing body, film crews, media - basically all parties related to the activity.</p> <p>Combining meeting sales, industry partner management, consumer marketing, forecasting, business analysis, reporting and more, Simpleview CRM is the most widely used tool in destination marketing and we are excited to integrate this into our overall program.</p> <p>We were able to reduce administration time from over 140 hours to under 40 hours. The applicants also appreciate the program and its simplicity.</p> <p>We continue to see the incredible value of the system for all our marketing programs. We expand our use of this program every day and are very excited. It has become a critical part of our day-to-day operations.</p> <p>We have a PDF that includes some sample reports to show the power of this tool for our organization overall specifically for tracking and reporting.</p> <p>This marketing method was successful as it achieved what we had hoped as measured in our overall goals/results below. We plan to continue to use this method in our future marketing efforts.</p> <p><i>Due to COVID-19, some projects and programs were interrupted beginning in April 2020. Our marketing efforts pivoted from outward facing to inward facing to ensure the health and safety of our communities while ensuring nonresident visitors remained inspired to visit when travel was deemed appropriate.</i></p> <p>FY 2020 relevant goal/results:</p> <ul style="list-style-type: none"> <li>• Increase overall consumer response by 2% over FY19 Actual: 1,852,609/% Change: 3%</li> <li>• Increase electronic response by 2% over FY19 Actual: 1,797,187/%</li> </ul>	SimpleviewReportsFY2020pdf.pdf

		<p>virtually accept and review any digital content—all in one submission solution platform - accessible from anywhere with internet access. Applicants can submit and track the process of the grant as we review and track it. All communications and reports are submitted online allowing our staff and board to save hundreds of hours administration and travel.</p>					<ul style="list-style-type: none"> <li>Change: 4%</li> <li>Maintain social media reach from FY19 Actual: 19,282,627 -27%</li> <li>Increase social media audience by 2.5% over FY19 Actual: 387,304/% Change: 2%</li> <li>Increase use of responsive website by 2% over FY19 Actual: 1,594,892/% Change: 4%</li> <li>Increase our consumer lead database by 2% over FY19 Actual: 1,202,842/% Change: 10%</li> <li>Increase our trade show database by 4% over FY19 Actual: 2,425/% Change: 23%</li> <li>Media stories to increase by 1% over FY19 \$3,612,302.88/% Change: 19%</li> <li>Fund chamber/visitor information centers at up to \$4,000 per project from Memorial Day to Labor Day FY19 Actual: 8</li> <li>Increase consumer and group suggested itineraries by two Actual: 2/% Change: 0%</li> <li>Revenue indicators for performance                         <ul style="list-style-type: none"> <li>Lodging tax revenue compared to 2019 Actual: \$10,041,437/% Change: -4%</li> <li>Monitor RevPAR by 1.5% (STR) Actual: 54.22/% Change: -13.6%</li> <li>Monitor RevPAR by 1.5% (AIRDNA) - Did not subscribe to data due to data irregularities</li> </ul> </li> </ul>
Marketing Support	Administration	<p>Glacier Country Tourism allocates the entire 20% allowed by statute. We use this to pay all wages, benefits and taxes for three positions: Executive Director, Office Manager and a temporary part-time employee who assists with projects as needed. We also use this to pay benefits for our three marketing positions: Public Relations and Earned Media Manager, Tourism Sales Manager and Sales and Marketing Assistant. See <i>Marketing Support, Group Marketing and Publicity - Marketing Personnel line items</i>.</p> <p>Administrative funds are also used to pay for all office overhead such as rent, telephone, office equipment, supplies, insurance, professional services like accounting, etc. All travel expenses not directly related to a marketing project are also paid for from this budget.</p>	<p>Glacier Country Tourism market and industry support research for FY 2020: Link + PW: GlacierFY20.</p> <p><a href="https://esto.ustravel.org/sites/default/files/CN_Myths.pdf">https://esto.ustravel.org/sites/default/files/CN_Myths.pdf</a></p> <p><a href="https://destinationthink.com/six-things-tourism-businesses-know-dmo">https://destinationthink.com/six-things-tourism-businesses-know-dmo</a></p>	<p>We measure success of our administrative funds in a simple way. These funds cover the costs of operation for our office, administrative staff, board of directors and nonmarketing related expenses. If we are able to keep the administrative operations of the organization healthy, effective and efficient, we are successful. All of the office overhead, reporting, accounting, financial, insurance, oversight and management of all programs are paid out of this line item. We will measure the effectiveness of this line item in the over goals and objectives we achieve at the end of the year. This tracking includes goals and results for consumer response, electronic response, social media response, website stats, consumer/B2B database leads, media stories and consumer/B2B itineraries.</p>	<p>Per the TAC Rules and Regulations, we are allowed up to, but not exceeding, 20% of the organization's new annual revenue to cover administrative expenses, which are identified in detail in the actual document. The intent of the administrative budget is to cover costs incurred in the implementation of approved marketing methods/funded by the lodging facility use tax.</p>	\$428,000.00	<p>The administrative budget is critical to the operations and management of Glacier Country Tourism and all the overhead costs it takes to do what we do. There are three positions supported from this budget along with rent, utilities, insurance, travel, office supplies, telecommunications, IT, internet, etc. In FY 2020, our total revenue was \$1,974,647 with \$394,929.40 allowable for admin. Total spent was 392,939.50 which is 19.9% (maximum allowed is 20%).</p> <p>This marketing method was successful as it achieved what we had hoped as measured in our overall goals/results below. This line item is critical to our ability to operate an organization and cannot operate without and therefore will certainly continue to use it in future years.</p> <p><i>Due to COVID-19, some projects and programs were interrupted beginning in April 2020. Our marketing efforts pivoted from outward facing to inward facing to ensure the health and safety of our communities while ensuring nonresident visitors remained inspired to visit when travel was deemed appropriate.</i></p> <p>FY 2020 relevant goal/results:</p> <ul style="list-style-type: none"> <li>Increase overall consumer response by 2% over FY19 Actual: 1,852,609/% Change: 3%</li> <li>Increase electronic response by 2% over FY19 Actual: 1,797,187/% Change: 4%</li> <li>Maintain social media reach from FY19 Actual: 19,282,627 -27%</li> <li>Increase social media audience by 2.5% over FY19 Actual: 387,304/% Change: 2%</li> <li>Increase use of responsive website by 2% over FY19 Actual: 1,594,892/% Change: 4%</li> <li>Increase our consumer lead database by 2% over FY19 Actual: 1,202,842/% Change: 10%</li> <li>Increase our trade show database by 4% over FY19 Actual: 2,425/% Change: 23%</li> <li>Media stories to increase by 1% over FY19 \$3,612,302.88/% Change: 19%</li> <li>Fund chamber/visitor information centers at up to \$4,000 per project from Memorial Day to Labor Day FY19 Actual: 8</li> <li>Increase consumer and group suggested itineraries by two Actual:</li> </ul>

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Marketing Support	TAC/Governor's Conference meetings	This line item allows each organization to have a dedicated pool of funding to cover the travel related expenses for the executive director or designated responsible party for these meetings.	Glacier Country Tourism market and industry support research for FY 2020: Link + PW: GlacierFY20.	This line item will be measured by how many of the required meetings we were able to attend as required. These include three or four TAC meetings and the Governor's Conference on Tourism and Recreation each year.	Destination marketing organizations (DMOs) funded by the lodging tax are required to attend all TAC meetings and the Governor's Conference of Tourism and Recreation. This requirement is stated in the TAC rules and regulations which are part of the administrative rules of Montana.	\$3,000.00	<p>The regions and CVBs (DMOs) are required to attend numerous meetings throughout the year and this budget allows us to lessen the burden of travel costs from our administrative budget. It is very helpful and of great assistance to all of us. Glacier Country Tourism's President CEO was able to attend all the required meetings this year. We find this line item very successful in our efforts and will continue to use it in the future. COVID-19 brought about the overwhelming adoption of video conferencing which allowed for meetings to occur from the safety of our own homes or offices.</p> <p><i>Due to COVID-19, some projects and programs were interrupted beginning in April 2020. Our marketing efforts pivoted from outward facing to inward facing to ensure the health and safety of our communities while ensuring nonresident visitors remained inspired to visit when travel was deemed appropriate.</i></p> <p>FY 2020 relevant goal/results:</p> <ul style="list-style-type: none"> <li>Increase overall consumer response by 2% over FY19 Actual: 1,852,609/% Change: 3%</li> <li>Increase electronic response by 2% over FY19 Actual: 1,797,187/% Change: 4%</li> <li>Maintain social media reach from FY19 Actual: 19,282,627 -27%</li> <li>Increase social media audience by 2.5% over FY19 Actual: 387,304/% Change: 2%</li> <li>Increase use of responsive website by 2% over FY19 Actual: 1,594,892/% Change: 4%</li> <li>Increase our consumer lead database by 2% over FY19 Actual: 1,202,842/% Change: 10%</li> <li>Increase our trade show database by 4% over FY19 Actual: 2,425/% Change: 23%</li> <li>Media stories to increase by 1% over FY19 \$3,612,302.88/% Change: 19%</li> <li>Fund chamber/visitor information centers at up to \$4,000 per project from Memorial Day to Labor Day FY19 Actual: 8</li> <li>Increase consumer and group suggested itineraries by two Actual: 2/% Change: 0%</li> <li>Revenue indicators for performance                             <ul style="list-style-type: none"> <li>Lodging tax revenue compared to 2019 Actual: \$10,041,437/% Change: -4%</li> <li>Monitor RevPAR by 1.5% (STR) Actual: 54.22/% Change: -13.6%</li> <li>Monitor RevPAR by 1.5% (AIRDNA) - Did not subscribe to data due to data irregularities</li> </ul> </li> </ul>
							<p>In this budget year our professional development budget provided attendance at several events for employees but due to COVID-19, all of the events were cancelled. One event provided all of the seminars to be recorded and made available to registered attendees at half the cost of the event registration. This event was the Simpleview Summit. All of the GC staff had access to the virtual training.</p> <p>The training at the summit is an overall DMO marketing seminar combined with learning and training to use Simpleview which is a customer relationship management program. Combining meeting</p>

Marketing Support	Professional Development	<p>Professional development is extremely important for several reasons. First and foremost, it adds to an individual's personal fulfillment, sense of value to the organization, job satisfaction and keeps employee turnover to a minimum. Secondly, but certainly an equally important factor, ongoing professional development keeps individuals and organizations abreast of cutting-edge trends to keep us competitive and to increase the effectiveness of our efforts. When we can, we try to make sure all employees participate in at least one training pertinent to the industry and/or position. Glacier Country Tourism currently has five individuals who would utilize this budget for professional development. Last year, two staff members attended U.S. Travel Associations Educational Seminars for Tourism Organizations (ESTO) and one attended the Simpleview Summit. This year each employee will research training that they feel meets their educational needs.</p>	<p>Glacier Country Tourism market and industry support research for FY 2020: Link + PW: GlacierFY20.</p>	<p>Success on our marketing efforts, positive work environment, low employee turn-over and sense of industry pride translates to successful professional development. We will measure success for this method by having each member of our staff able to attend an event that educates, builds skill and inspires them. Each opportunity will be listed by who attended the event and what that event was.</p>	<p>Not for profit organizations are not where someone works for personal financial reward, but it is for professionals who desire an interesting industry and are keener on experience, cultural exchanges, diversity and learning. If a small investment in professional training can add to a person's job satisfaction, then it is well worth the cost.</p>	\$15,000.00	<p>sales, industry partner management, consumer marketing, forecasting, business analysis, reporting, and more, Simpleview CRM is the most widely used tool in destination marketing and management. Glacier Country Tourism continues to maximize how we utilize the program.</p> <p>This marketing method was successful to the extent we were able to utilize it in light of group events being cancelled across the world. We plan to continue to use this method in our future marketing efforts.</p> <p><i>Due to COVID-19, some projects and programs were interrupted beginning in April 2020. Our marketing efforts pivoted from outward facing to inward facing to ensure the health and safety of our communities while ensuring nonresident visitors remained inspired to visit when travel was deemed appropriate.</i></p> <p>FY 2020 relevant goal/results:</p> <ul style="list-style-type: none"> <li>• Increase overall consumer response by 2% over FY19 Actual: 1,852,609/% Change: 3%</li> <li>• Increase electronic response by 2% over FY19 Actual: 1,797,187/% Change: 4%</li> <li>• Maintain social media reach from FY19 Actual: 19,282,627 -27%</li> <li>• Increase social media audience by 2.5% over FY19 Actual: 387,304/% Change: 2%</li> <li>• Increase use of responsive website by 2% over FY19 Actual: 1,594,892/% Change: 4%</li> <li>• Increase our consumer lead database by 2% over FY19 Actual: 1,202,842/% Change: 10%</li> <li>• Increase our trade show database by 4% over FY19 Actual: 2,425/% Change: 23%</li> <li>• Media stories to increase by 1% over FY19 \$3,612,302.88/% Change: 19%</li> <li>• Fund chamber/visitor information centers at up to \$4,000 per project from Memorial Day to Labor Day FY19 Actual: 8</li> <li>• Increase consumer and group suggested itineraries by two Actual: 2/% Change: 0%</li> <li>• Revenue indicators for performance             <ul style="list-style-type: none"> <li>◦ Lodging tax revenue compared to 2019 Actual: \$10,041,437/% Change: -4%</li> <li>◦ Monitor RevPAR by 1.5% (STR) Actual: 54.22/% Change: -13.6%</li> <li>◦ Monitor RevPAR by 1.5% (AIRDNA) - Did not subscribe to data due to data irregularities</li> </ul> </li> </ul>	
					<p>Destinations International is a partnership organization serving destination marketing and management professionals - helping them exchange bold ideas, connect</p>		<p>In FY 2020, we continued our efforts outlined in the DestinationNEXT assessment from the previous year. We regularly referenced the research, participated in webinars and kept abreast of the briefing reports published. We participated in several data collection efforts to understand current destination organization funding, spending, trends, and performances of fellow destination organizations. By participating in these studies, we were allowed access to multiple research projects.</p> <p>Our CEO attended both the Advocacy Summit and Partnership/Innovative Funding in November 2019. She has completed her Advocacy CDME paper and is actively working toward the CDME graduation by completing the rest of required papers. DI has granted CDME students' extensions of their papers due to COVID-19.</p> <p>This marketing method was successful as it achieved what we had hoped it would. The information it provides our organization is incredibly valuable. We plan to continue to use this method in our future marketing efforts. Our CEO was recently appointed to the DI Advocacy Committee which in light of COVID-19, will provide valuable knowledge associated</p>	

Marketing Support	DMO Program Participation	<p>Glacier Country Tourism is a dues partner of Destination International (formerly DMAI) and has been working towards becoming an accredited Destination Marketing Organization (DMO). We hope to complete the last few steps to having our executive director become CDME certified, provide opportunities for professional development - keeping us abreast of cutting-edge tourism marketing trends to keep us competitive - and to increase the effectiveness of the our marketing and organizational management efforts.</p>	<p>Glacier Country Tourism market and industry support research for FY 2020: Link + PW: GlacierFY20.</p>	<p>We plan to measure success in two ways: complete the CDME program and attend one or more of the other DMO training/conferences available to us. The other way to measure success is if other DMOs in Montana join and participate in the programs/trainings.</p>	<p>innovative people and elevate tourism to its highest potential. As a member of the global trade association for destination organizations, convention bureaus and tourism boards, Glacier Country Tourism benefits from being a part of this global community of over 5,000 professionals from 600 destinations around the world. It gives us access to a wide network of people, ideas, products and services, and resources. Specifically, this organization provides programs designed to better prepare senior DMO executives and managers for increasing change and competition and to become more effective organizational and community leaders. These programs focus on vision, leadership, productivity and strengthening business expertise. Since beginning this training, Glacier Country Tourism has implemented much of what has been learned and we feel our organization is in a much better position to help elevate the industry and its standards in the state of Montana.</p>	\$10,000.00	<p>with helping Montana's tourism industry and overall economy recover as quickly and completely as possible.</p> <p><i>Due to COVID-19, some projects and programs were interrupted beginning in April 2020. Our marketing efforts pivoted from outward facing to inward facing to ensure the health and safety of our communities while ensuring nonresident visitors remained inspired to visit when travel was deemed appropriate.</i></p> <p>FY 2020 relevant goal/results:</p> <ul style="list-style-type: none"> <li>• Increase overall consumer response by 2% over FY19 Actual: 1,852,609/% Change: 3%</li> <li>• Increase electronic response by 2% over FY19 Actual: 1,797,187/% Change: 4%</li> <li>• Maintain social media reach from FY19 Actual: 19,282,627 -27%</li> <li>• Increase social media audience by 2.5% over FY19 Actual: 387,304/% Change: 2%</li> <li>• Increase use of responsive website by 2% over FY19 Actual: 1,594,892/% Change: 4%</li> <li>• Increase our consumer lead database by 2% over FY19 Actual: 1,202,842/% Change: 10%</li> <li>• Increase our trade show database by 4% over FY19 Actual: 2,425/% Change: 23%</li> <li>• Media stories to increase by 1% over FY19 \$3,612,302.88/% Change: 19%</li> <li>• Fund chamber/visitor information centers at up to \$4,000 per project from Memorial Day to Labor Day FY19 Actual: 8</li> <li>• Increase consumer and group suggested itineraries by two Actual: 2/% Change: 0%</li> <li>• Revenue indicators for performance             <ul style="list-style-type: none"> <li>• Lodging tax revenue compared to 2019 Actual: \$10,041,437/% Change: -4%</li> <li>• Monitor RevPAR by 1.5% (STR) Actual: 54.22/% Change: -13.6%</li> <li>• Monitor RevPAR by 1.5% (AIRDNA) - Did not subscribe to data due to data irregularities</li> </ul> </li> </ul>	
Marketing Support	VIC Funding/Staffing/Signage	<p>Glacier Country Tourism started its Visitor Information Center (VIC) Assistance Program in FY 1994. The program was designed to aid smaller chambers or organizations that are not directly funded by the Montana Accommodations Tax and need financial support in order to staff their visitor center properly. The program runs from Memorial Day to Labor Day. Our FY 2020 funding program will provide staffing assistance up to \$5,000/VIC for staffing for qualifying organizations.</p>	<p>Glacier Country Tourism market and industry support research for FY 2020: Link + PW: GlacierFY20.</p> <p>66.4% of travelers rely on the opinions of in-person and/or through direct contact (email, text, etc.) for travel inspiration. <i>The State of the American Traveler, Destination Analysts</i></p>	<p>We will evaluate this program by the overall use of the program by our communities and the yearend reports submitted by each grant recipient. Each funded VIC evaluates the year and compares with the two previous years in their completion report due in our office in October. Our VIC committee awards and evaluates the applications and reports.</p>	<p>The VIC grant program is very much an outreach program supporting our rural tourism community partners. We continue to see enthusiastic appreciation for the funds. The numbers of overall visitors using these personal travel assistance services is strong which does nothing but strengthen our intent to continue this program.</p>	\$45,000.00	<p>We were able to fund eight visitor information centers (VICs) in Glacier Country in 2020. Those VICs provided personal travel counseling to 4,643 people in an especially challenging year. The top five states/countries people were visiting from Montana, Washington, California, Idaho and Oregon. <i>See the attached PDF report for complete details.</i> We find great value in assisting our communities to have manned visitor information centers and to provided important customer service/experience training and plan to continue this program in the future.</p> <p>This marketing method was successful as it achieved what we had hoped as measured in our overall goals/results below.</p> <p><i>Due to COVID-19, some projects and programs were interrupted beginning in April 2020. Our marketing efforts pivoted from outward facing to inward facing to ensure the health and safety of our communities while ensuring nonresident visitors remained inspired to visit when travel was deemed appropriate.</i></p> <p>FY 2020 relevant goal/results:</p> <ul style="list-style-type: none"> <li>• Increase overall consumer response by 2% over FY19 Actual: 1,852,609/% Change: 3%</li> <li>• Increase electronic response by 2% over FY19 Actual: 1,797,187/% Change: 4%</li> <li>• Maintain social media reach from FY19 Actual: 19,282,627 -27%</li> <li>• Increase social media audience by 2.5% over FY19 Actual: 387,304/% Change: 2%</li> <li>• Increase use of responsive website by 2% over FY19 Actual:</li> </ul>	2020 VIC - Customer Service Program.pdf

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Marketing Support	Marketing Support/Customer Service Training	<p>Glacier Country Tourism believes strongly in customer experience training. Friendly hospitality is vital to providing a good overall customer experience and training is not only helpful, but critical. We contract with Flathead Valley Community College to develop a program that can be held in communities and open to all ages. We feel there is a strong demand for this broad-based community training.</p>	<p>Glacier Country Tourism market and industry support research for FY 2020: Link + PW: GlacierFY20.  <a href="https://destinationthink.com/collaboration-community">https://destinationthink.com/collaboration-community</a>  <a href="https://destinationthink.com/dmo-visitor-centres-blockbuster">https://destinationthink.com/dmo-visitor-centres-blockbuster</a></p>	<p>Our overall plan to measure success is the track continual growth and success of this program and the number communities who host it and people participate. We will track the number of offerings held and the attendance at each. In FY 2019, we created a promotion plan to increase awareness and attendance at the trainings.</p>	<p>Customer service training provides valuable tools and skills helping provide positive experiences. In FY 2019, we sent the grant application to 21 organizations, awarded funding to nine VICs and hope to provide training in up ten communities. In FY 2020, we plan to increase the number of trainings to over twelve.</p>	\$15,000.00	<p>Glacier Country Tourism continues to find great value in providing customer service/experience training to businesses and communities who want it. Glacier Country Tourism strongly feels we needed to continue to focus on existing workforce employees, so we contracted with the Flathead Valley Community College to conduct this training. We were able to provide four online Zoom interactive trainings available to all throughout the region - free of charge. All funded visitor information centers (VICs) had their travel counselors attend these trainings as required by our VIC grant program. This was critical in a year where front-line employees had to deal with especially difficult situations.</p> <p>We supported this program with paid social media advertising so we could increase awareness of this valuable education opportunity to a much broader audience across Western Montana.</p> <p>At the end of each year, the primary parties meet to discuss the successes and challenges taking into consideration the evaluations from all the attendees. We must try to ensure the training remains relevant and translates to all who attend - young and old.</p> <p>We are thrilled to provide quality training to people who act as hospitality ambassadors to our state. Session attendance this year was 58 people in 4 sessions. We also recorded one of the sessions and have it as an online video reference should someone need to do a special training or need a refresher course.</p> <p>This marketing method was successful as it achieved what we had hoped as measured in our overall goals/results below. We find great value in customer service/experience training and plan to continue this program in the future.</p> <p><i>Due to COVID-19, some projects and programs were interrupted beginning in April 2020. Our marketing efforts pivoted from outward facing to inward facing to ensure the health and safety of our communities while ensuring nonresident visitors remained inspired to visit when travel was deemed appropriate.</i></p> <p>FY 2020 relevant goal/results:</p> <ul style="list-style-type: none"> <li>Increase overall consumer response by 2% over FY19 Actual: 1,852,609/% Change: 3%</li> <li>Increase electronic response by 2% over FY19 Actual: 1,797,187/% Change: 4%</li> <li>Maintain social media reach from FY19 Actual: 19,282,627 -27%</li> <li>Increase social media audience by 2.5% over FY19 Actual: 387,304/% Change: 2%</li> </ul>	FY20 Customer Service Training info.pdf

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Marketing Support	Fulfillment/Telemarketing/Call Center	<p>A strong promotion plan must be supported by a well-rounded and professional telemarketing and fulfillment strategy. Our advertising and promotion efforts are meant to inspire/orient and our telemarketing fulfillment strategy is meant to orient and facilitate a visitor's vacation. It must be readily available, accurate, friendly, timely, authentic, visually appealing and valuable to those we assist. Our strategy consists of a web-enabled call center manned by travel counsel experts who live in Western Montana, an easy to find and navigation friendly website and a print travel guide with an online tablet friendly version as well. The print guide is used to fulfill inquiries and is distributed across Montana and Alberta via a contract service. We work very hard to tie all our efforts together in a cohesive manner. <i>Our travel guide and webpage are not produced with lodging tax dollars.</i></p>	<p>Glacier Country Tourism market and industry support research for FY 2020: Link + PW: GlacierFY20.</p> <p>Print usage in travel planning has risen close to 50% of American leisure travelers and the use of DMO print visitor guides has risen to just over 20%. While this rise may not signal any long-term trend there is clearly no evidence of a long-term decline in print or DMO guide usage. According to the <i>State of the American Traveler</i>, an independent research report by Miles Partnership, print has consistently shown strength and even slow growth in print usage over the last five years.</p> <p>24.4% of travelers rely on offline media including TV, printed newspapers, magazines, etc. for travel inspiration. <i>The State of the American Traveler, Destination Analysts</i></p> <p>Despite 72%+ of Millennials using smartphones in trip planning (vs. only 26% of Baby Boomers) they are just as likely to use print overall, almost as likely as Baby Boomers to order an official print guide and more likely to visit a DMO website. Multimedia—indeed, "Masses of Media"—is critical for reaching and engaging with younger US travelers. <i>State of the American Traveler</i>, Miles Partnership</p> <p>The importance of live travel counseling continues to be relevant. All generational targets are still using DMO live assistance at a healthy pace.</p> <ul style="list-style-type: none"> <li>• <a href="http://www.destinationmarketing.org/blog/new-research-reveals-official-visitor-guides-valuable-also-deliver-high-value-visitors">http://www.destinationmarketing.org/blog/new-research-reveals-official-visitor-guides-valuable-also-deliver-high-value-visitors</a></li> <li>• <a href="http://www.destinationanalysts.com/wp-content/uploads/2019/03/SATS-Winter-2019small.pdf">http://www.destinationanalysts.com/wp-content/uploads/2019/03/SATS-Winter-2019small.pdf</a></li> </ul>	<p>We measure success by closely tracking inquiries, webpage traffic and travel guide distribution. These are the tools are what our visitors use when they begin to make plans and reservations for their Western Montana vacation.</p>	<p>The call center handles all inquiries including trade show leads, electronic inquiries, print reader service (yes, this still exists), regular mail, email and instant messaging. The web-enabled call center also provides various electronic fulfillment pieces to supplement the travel guide for our internet-based customers. The database is used to eliminate duplicate orders and provide a comprehensive, targeted database to power direct mail, email and relationship marketing. The call center and our contract guide distribution service work together to ensure maximum efficiency and effectiveness of distribution. They dispense consumer travel guides in a timely manner and maintains inventory control of the guides.</p>	\$145,000.00	<p>All our marketing activities are routed to our telemarketing and fulfillment tools (webpage, call center, travel guide and social media) as sources of inspiration, orientation and facilitation. We track as much data as we can via these tools and keep a year-to-year record so we can access their performance which allows us to analyze whether we were able to meet our goals outlined in our marketing plan. We are pleased to show significant increases in all program areas this year. Visit our call center/webpage report for more details or view our inquiry source report that shows a detailed breakdown of our source of leads/inquiries. It is this report we use for most of the numbers we provide below to meet our goals.</p> <p>In FY 2020, fulfilled 183,529 inquiries with either our travel guide, webpage/blogs, webpage chats, email or by phone. Our webpage had 1,594,892 unique user sessions. We distributed 150,000 print travel guides and our tablet friendly guide was viewed 74,791 times.</p> <p>Our entire call center/webpage/social media report and inquiry source report can be viewed in the attached document.</p> <p>This marketing method was successful as it achieved what we had hoped as measured in our overall goals/results below. We plan to continue to use this method in our future marketing efforts.</p> <p><i>Due to COVID-19, some projects and programs were interrupted beginning in April 2020. Our marketing efforts pivoted from outward facing to inward facing to ensure the health and safety of our communities while ensuring nonresident visitors remained inspired to visit when travel was deemed appropriate.</i></p> <p>FY 2020 relevant goal/results:</p> <ul style="list-style-type: none"> <li>• Increase overall consumer response by 2% over FY19 Actual: 1,852,609/% Change: 3%</li> <li>• Increase electronic response by 2% over FY19 Actual: 1,797,187/% Change: 4%</li> <li>• Maintain social media reach from FY19 Actual: 19,282,627 -27%</li> <li>• Increase social media audience by 2.5% over FY19 Actual: 387,304/% Change: 2%</li> <li>• Increase use of responsive website by 2% over FY19 Actual: 1,594,892/% Change: 4%</li> <li>• Increase our consumer lead database by 2% over FY19 Actual: 1,202,842/% Change: 10%</li> <li>• Increase our trade show database by 4% over FY19 Actual: 2,425/% Change: 23%</li> <li>• Media stories to increase by 1% over</li> </ul>	<p>2019-2020 Call Center-Webpage-Inquiry Source Report as of June 2020.pdf</p>

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Marketing Support	Research	<p>We plan to use several sources of research to aid us to plan and strategize our promotion efforts. We measure and analyze data from our past and current efforts (internal analytics and SurveyMonkey) as well as look to professional individuals and organizations such as Montana Institute for Tourism and Recreation Research, Destination Marketing Association International, American Marketing Association, Skift, DestinationThink!, nSight, Google and others.</p> <p>To support the often-tenuous task of researching and qualifying our travel media and digital influencers, we use Meltwater and Klear. Meltwater and other similar services such as Cision are media databases that helps us find the right journalist or outlet and their preferred contact method all in one search thus providing us information to target travel and tourism influencers. This valuable service is a "who's who" of today's top influencers and allows enables us to align our pitch with a media outlet's editorial calendar.</p>	<p>Glacier Country Tourism market and industry support research for FY 2020: Link + PW: GlacierFY20.</p> <ul style="list-style-type: none"> <li>Montana Brand Research Findings, presented by Destination Analysts</li> <li><a href="http://www.destinationanalysts.com/record-travel-optimism">http://www.destinationanalysts.com/record-travel-optimism</a></li> <li>Montana Brand Research Findings, presented by Destination Analysts</li> <li><a href="http://www.wttc.org/research">http://www.wttc.org/research</a></li> </ul>	<p>Our accomplishment depends on the success of the tourism industry in Montana as a whole and solid research, statistics and reports methods help us stay on track. Research provides supportive data which will be measured in the tracking of our overall goals for consumer response, electronic response, social media response, website stats, consumer/B2B database leads, media stories and consumer/B2B itineraries.</p>	<p>Research always plays a major role in what we do whether it assures our planning efforts are on target or if it is in analyzing how our efforts are performing. Making sure we have the right data, statistics, personnel/consultants and tools is key to Glacier Country Tourism's overall success.</p>	\$46,000.00	<p>The research we during each budget year provides us with valuable and credible information that helps the Glacier Country's team make decisions that helped us continue growth in all areas of our marketing efforts. In this budget year we used this budget to pay for the Skift research service, Smith Travel Reports (STR) which tracks accommodation occupancy, average daily rate and RevPAR and for our media planning and tracking service - Meltwater/Klear. We plan to continue to use relevant and current research reports and tools moving forward. We use nSight to help us track online searches and bookings for travel to Glacier Country. Good research leads to sound marketing decisions. It also helps us monitor if our methods are meeting our goals and objectives.</p> <p>This marketing method was successful as it achieved what we had hoped as measured in our overall goals/results below. We plan to continue to use this method in our future marketing efforts. This budget is critical to strong performance.</p> <p><i>Due to COVID-19, some projects and programs were interrupted beginning in April 2020. Our marketing efforts pivoted from outward facing to inward facing to ensure the health and safety of our communities while ensuring nonresident visitors remained inspired to visit when travel was deemed appropriate.</i></p> <p>FY 2020 relevant goal/results:</p> <ul style="list-style-type: none"> <li>Increase overall consumer response by 2% over FY19 Actual: 1,852,609/% Change: 3%</li> <li>Increase electronic response by 2% over FY19 Actual: 1,797,187/% Change: 4%</li> <li>Maintain social media reach from FY19 Actual: 19,282,627 -27%</li> <li>Increase social media audience by 2.5% over FY19 Actual: 387,304/% Change: 2%</li> <li>Increase use of responsive website by 2% over FY19 Actual: 1,594,892/% Change: 4%</li> <li>Increase our consumer lead database by 2% over FY19 Actual: 1,202,842/% Change: 10%</li> <li>Increase our trade show database by 4% over FY19 Actual: 2,425/% Change: 23%</li> <li>Media stories to increase by 1% over FY19 \$3,612,302.88/% Change: 19%</li> <li>Fund chamber/visitor information centers at up to \$4,000 per project from Memorial Day to Labor Day FY19 Actual: 8</li> <li>Increase consumer and group suggested itineraries by two Actual: 2/% Change: 0%</li> <li>Revenue indicators for performance                             <ul style="list-style-type: none"> <li>Lodging tax revenue compared to 2019 Actual: \$10,041,437/% Change: -4%</li> <li>Monitor RevPAR by 1.5% (STR) Actual: 54.22/% Change: -13.6%</li> <li>Monitor RevPAR by 1.5% (AIRDNA) - Did not subscribe</li> </ul> </li> </ul>	

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Marketing Support	Printed Material	Glacier Country Tourism produces various print collateral materials to support our projects and programs. These pieces are produced, as necessary. Print material is useful in many ways; it is physical, it hangs around, it adds legitimacy, it is a great conversation starter, it reaches those who aren't internet savvy (or even connected in any meaningful way) and it drives business.	Glacier Country Tourism market and industry support research for FY 2020: Link + PW: GlacierFY20.  Our inspiration/orientation/facilitation model lends credence to the importance of trust and relationship building in converting travel interest to bookings. Providing beautifully produced printed collateral helps maintain a professional presence and position Glacier Country as the premier Montana destination.  <ul style="list-style-type: none"> <li><a href="http://monitor.icef.com/2013/10/integrating-print-collateral-with-online-marketing">http://monitor.icef.com/2013/10/integrating-print-collateral-with-online-marketing</a></li> </ul>	We measure the success of these projects by the number of copies printed throughout the year and overall effectiveness of the campaign, project or event it was created to support.	As part of our inspiration and orientation to increase consumer, group, international FIT and meetings and conventions, we produce print collateral to support these efforts. Producing a low cost yet effective piece that compliments other efforts is extremely effective.	\$5,000.00	<p>Our print material line item provides us a budget for printed collateral pieces. This year we mounted our travel guide covers on poster board for display and printed our <b>annual report</b> (500 copies). In this day when digital rules, we occasionally still need to do things the old-fashioned way.</p> <p>This marketing method was successful as it achieved what we had hoped as measured in our overall goals/results below. We plan to continue to use this method in our future marketing efforts.</p> <p><i>Due to COVID-19, some projects and programs were interrupted beginning in April 2020. Our marketing efforts pivoted from outward facing to inward facing to ensure the health and safety of our communities while ensuring nonresident visitors remained inspired to visit when travel was deemed appropriate.</i></p> <p>FY 2020 relevant goal/results:</p> <ul style="list-style-type: none"> <li>Increase overall consumer response by 2% over FY19 Actual: 1,852,609/% Change: 3%</li> <li>Increase electronic response by 2% over FY19 Actual: 1,797,187/% Change: 4%</li> <li>Maintain social media reach from FY19 Actual: 19,282,627 -27%</li> <li>Increase social media audience by 2.5% over FY19 Actual: 387,304/% Change: 2%</li> <li>Increase use of responsive website by 2% over FY19 Actual: 1,594,892/% Change: 4%</li> <li>Increase our consumer lead database by 2% over FY19 Actual: 1,202,842/% Change: 10%</li> <li>Increase our trade show database by 4% over FY19 Actual: 2,425/% Change: 23%</li> <li>Media stories to increase by 1% over FY19 \$3,612,302.88/% Change: 19%</li> <li>Fund chamber/visitor information centers at up to \$4,000 per project from Memorial Day to Labor Day FY19 Actual: 8</li> <li>Increase consumer and group suggested itineraries by two Actual: 2/% Change: 0%</li> <li>Revenue indicators for performance <ul style="list-style-type: none"> <li>Lodging tax revenue compared to 2019 Actual: \$10,041,437/% Change: -4%</li> <li>Monitor RevPAR by 1.5% (STR) Actual: 54.22/% Change: -13.6%</li> <li>Monitor RevPAR by 1.5% (AIRDNA) - Did not subscribe to data due to data irregularities</li> </ul> </li> </ul>	GC17_Connect Marketplace One Sheet.pdf	
								<p>We supported the education outreach efforts of Voices of Montana Tourism (Voices). Having an organization concentrate on sharing what the value of tourism is to Montana and engage in healthy and proactive conversations that keep tourism top-of-mind as it relates to Montana's economy is critical to our long-term sustainability. We are happy to help support this organization and their efforts to educate the public about the power of the tourism industry and how it impacts our state, communities and residents alike.</p> <p>This method was successful. We met our objective. Voices distributes messaging via its monthly e-newsletter that has a distribution of 450+ (legislatures, local policymakers, tourism partners and the general public). As a Voices partner, Glacier Country Tourism receives a presence and directory link on the voicesoftourism.com website which has been online since 2011 and has a robust following. This method will be continued in the future as it is an effective and efficient means of outreach, partner support and advocacy for tourism in Montana.</p> <p><i>Due to COVID-19, some projects and</i></p>	

Marketing Support	Partner Support	<p>As a continuation of cooperation and collaboration with our industry partners, we plan to participate and offer assistance via partner programs - specifically Voices of Montana Tourism. Continuing to foster strong partnerships and find new ways to collaborate on efforts is not only outlined in the Montana Strategic Plan for Tourism and Recreation but is part of Glacier Country Tourism's vision and mission statement.</p> <p>Voices of Montana Tourism serves as a united voice for Montana's tourism stakeholders. Since its creation in 2011, Voices has led the effort with education and outreach to communicate the immense value all that sustainable tourism provides Montanans.</p>	Glacier Country Tourism market and industry support research for FY 2020: Link + PW: GlacierFY20.	We will measure success by the results of our outreach support - size of audience engaged/reached, number of subscribers in enews database, number of events held by outreach partners (if any).	Lodging tax dollars allow Montana to have a presence amongst travelers who have many options when it comes to selecting a vacation destination. Despite its proven return, tourism promotion continues to be underestimated and misunderstood by the general public and some of our state and local leaders. That's why it's up to us to communicate tourism's value in order to elevate its recognition, respect and support in Montana. We must be champions of this industry to ensure tourism continues to thrive.	\$5,000.00	<p><i>programs were interrupted beginning in April 2020. Our marketing efforts pivoted from outward facing to inward facing to ensure the health and safety of our communities while ensuring nonresident visitors remained inspired to visit when travel was deemed appropriate.</i></p> <p>FY 2020 relevant goal/results:</p> <ul style="list-style-type: none"> <li>Increase overall consumer response by 2% over FY19 Actual: 1,852,609/% Change: 3%</li> <li>Increase electronic response by 2% over FY19 Actual: 1,797,187/% Change: 4%</li> <li>Maintain social media reach from FY19 Actual: 19,282,627 -27%</li> <li>Increase social media audience by 2.5% over FY19 Actual: 387,304/% Change: 2%</li> <li>Increase use of responsive website by 2% over FY19 Actual: 1,594,892/% Change: 4%</li> <li>Increase our consumer lead database by 2% over FY19 Actual: 1,202,842/% Change: 10%</li> <li>Increase our trade show database by 4% over FY19 Actual: 2,425/% Change: 23%</li> <li>Media stories to increase by 1% over FY19 \$3,612,302.88/% Change: 19%</li> <li>Fund chamber/visitor information centers at up to \$4,000 per project from Memorial Day to Labor Day FY19 Actual: 8</li> <li>Increase consumer and group suggested itineraries by two Actual: 2/% Change: 0%</li> <li>Revenue indicators for performance             <ul style="list-style-type: none"> <li>Lodging tax revenue compared to 2019 Actual: \$10,041,437/% Change: -4%</li> <li>Monitor RevPAR by 1.5% (STR) Actual: 54.22/% Change: -13.6%</li> <li>Monitor RevPAR by 1.5% (AIRDNA) - Did not subscribe to data due to data irregularities</li> </ul> </li> </ul>	
Marketing Support	Promotional Items	Glacier Country Tourism plans to purchase custom promotional items we can present in our sweepstakes winner boxes and hand out to travel media, trade operators and press at group and FIT shows as well as some leisure shows. All items will be appropriate for the audience and be something useful that will be kept and	Glacier Country Tourism market and industry support research for FY 2020: Link + PW: GlacierFY20.	Outside of monitoring how many items we distribute, where "true" success comes into play is having someone mention how much they like it and seeing someone still using it or wearing it. For the FY 2020 plan, we are creating a tracking and distribution plan in Simpleview that will allow us to better track exact distribution of our promotional items not only by segment but by other marketing method projects	Promotional items, if done properly, can be extremely effective in building brand awareness and building relationships. Items that are creative and unique can make a product, service, destination or experience memorable. We put a great deal of thought into the items we select. Is it useful? Is it on brand? Is it audience	\$10,000.00	<p>This year, Glacier Country produced 10 promotional items:</p> <ul style="list-style-type: none"> <li>50 Co-branded Candles</li> <li>250 Paper Bags</li> <li>48 Water Bottles</li> <li>750 Luggage Tags</li> <li>30 Felt Totes</li> <li>300 Bandanas</li> <li>250 Notebooks</li> </ul> <p>All of items are fun Montana gifts we give to travel media, meeting planners, tour operators when they are here for press trips and FAMS, at media outreach events or as a gift at trade shows for people who we have an appointment with.</p> <p>Each of our CTA giveaway winners receive a From Glacier Country with Love box with a selection of these promotional items. These boxes are for our major campaigns that include our travel guide, selection of our promotional items, any special seasonal information and a cash gift card for up to \$500. At every point we touch a person either in state or at a trade show or media event, we provide them with a "touch" of Montana to take home with them.</p> <p>We use an inventory tool in Simpleview to track these items so we can run not only a use report but also allows to track inventory. <i>View attached report.</i></p> <p><i>Due to COVID-19, some projects and programs were interrupted beginning in April 2020. Our marketing efforts pivoted from outward facing to inward facing to ensure the health and safety of our communities while ensuring nonresident visitors remained inspired to visit when travel was deemed appropriate.</i></p> <p>FY 2020 relevant goal/results:</p> <ul style="list-style-type: none"> <li>Increase overall consumer response by 2% over FY19 Actual:</li> </ul>	FY2020 Inventory.pdf

		used.		and programs. At the end of any budget year, we can run a simple report that will provide a method of evaluation.	appropriate? Is the price appropriate? Is it a quality item?		<ul style="list-style-type: none"> <li>1,852,609/% Change: 3%</li> <li>Increase electronic response by 2% over FY19 Actual: 1,797,187/% Change: 4%</li> <li>Maintain social media reach from FY19 Actual: 19,282,627 -27%</li> <li>Increase social media audience by 2.5% over FY19 Actual: 387,304/% Change: 2%</li> <li>Increase use of responsive website by 2% over FY19 Actual: 1,594,892/% Change: 4%</li> <li>Increase our consumer lead database by 2% over FY19 Actual: 1,202,842/% Change: 10%</li> <li>Increase our trade show database by 4% over FY19 Actual: 2,425/% Change: 23%</li> <li>Media stories to increase by 1% over FY19 \$3,612,302.88/% Change: 19%</li> <li>Fund chamber/visitor information centers at up to \$4,000 per project from Memorial Day to Labor Day FY19 Actual: 8</li> <li>Increase consumer and group suggested itineraries by two Actual: 2/% Change: 0%</li> <li>Revenue indicators for performance                         <ul style="list-style-type: none"> <li>Lodging tax revenue compared to 2019 Actual: \$10,041,437/% Change: -4%</li> <li>Monitor RevPAR by 1.5% (STR) Actual: 54.22/% Change: -13.6%</li> <li>Monitor RevPAR by 1.5% (AIRDNA) - Did not subscribe to data due to data irregularities</li> </ul> </li> </ul>
Marketing Support	Digital Asset Management/Aquisition	<p>Glacier Country Tourism uses an online digital asset management system that is highly functional, caters specifically to DMOs and is very affordable. This online system allows us to catalogue and search with keywords and thumbnail previews. Each asset with its caption information can be delivered in multiple formats ensuring the right file in the right format and is instantly available for internal and external use. To date, we have approximately 5,000 accessible assets with several hundred more to be uploaded and categorized. In FY 2019, we upgraded to a top tier service that provides us with unlimited storage/hosting and clips our video assets into usable bits for sharing and production.</p> <p>As we move forward building a robust digital asset library and management system, having all our video formally and professionally catalogued allows us to access our video making it easier for us to create interactive media to help visitors become inspired and orient themselves to Western Montana's Glacier Country. Technology and marketing continues to advance and staying current with a system such as Barberstock allows us to be nimble and accountable in all that we do with our imagery.</p>	<p>Glacier Country Tourism market and industry support research for FY 2020: Link + PW: GlacierFY20.</p> <ul style="list-style-type: none"> <li>Social Media Customer Service Strategies for Travel Brands 2015</li> <li>http://www.emeraldinsight.com/journals.htm?articleid=1937277</li> </ul>	<p>We will measure the success of this method by monitoring the total number of images (still + video) and by the number of new digital assets we add each year to the system.</p>	<p>As the number of digital assets and services we employ continue to grow and diversify, our need to have a flexible and multifaceted tool to store, manage photo and video rights and organize these images increasingly becomes more challenging. We require a service that helps our public relations and marketing efforts to organize, store and deliver all our marketing collateral or media assets, such as pictures, logos and videos. It needs to be easy to use, immediately accessible, effective, flexible and affordable.</p>	\$12,000.00	<p>We find having a digital asset management library that is accessible online is absolutely invaluable. To access our photo library, please visit <a href="https://partners.glaciermt.com/photo-library">https://partners.glaciermt.com/photo-library</a> and follow the instructions to request access. Once your request has been reviewed and approved, you will be emailed by noreply@barberstock.com with your username and password. Log in to the photo portal. Your first-time logging in you will be asked to agree to our Terms of Use. The home page displays photos you have access to in our library.</p> <p>As of June 30, 2020, we have approximately 8,230. We added 2,836. Over the year, we culled our library for duplicate or similar images leaving us with a better curated and searchable library.</p> <p>This marketing method is extremely successful, and we would certainly do again as the outcome is critical to our overall success and was exactly as we had anticipated.</p> <p><i>Due to COVID-19, some projects and programs were interrupted beginning in April 2020. Our marketing efforts pivoted from outward facing to inward facing to ensure the health and safety of our communities while ensuring nonresident visitors remained inspired to visit when travel was deemed appropriate.</i></p> <p>FY 2020 relevant goal/results:</p> <ul style="list-style-type: none"> <li>Increase overall consumer response by 2% over FY19 Actual: 1,852,609/% Change: 3%</li> <li>Increase electronic response by 2% over FY19 Actual: 1,797,187/% Change: 4%</li> <li>Maintain social media reach from FY19 Actual: 19,282,627 -27%</li> <li>Increase social media audience by 2.5% over FY19 Actual: 387,304/% Change: 2%</li> <li>Increase use of responsive website by 2% over FY19 Actual: 1,594,892/% Change: 4%</li> <li>Increase our consumer lead database by 2% over FY19 Actual: 1,202,842/% Change: 10%</li> <li>Increase our trade show database by 4% over FY19 Actual: 2,425/% Change: 23%</li> <li>Media stories to increase by 1% over FY19 \$3,612,302.88/% Change:</li> </ul>

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Marketing Support	Marketing/Publicity Personnel	<p>Glacier Country Tourism has a Sales and Marketing Assistant whose time is dedicated to supporting all marketing, earned media and tourism sales activities in order to promote the overall mission of Glacier Country Tourism. This position is responsible for supporting development, implementation and tracking of our marketing projects and programs and maintaining strong relationships with organization, region and industry partners. <i>See attached job description.</i></p>	<p>Glacier Country Tourism market and industry support research for FY 2020: Link + PW: GlacierFY20.</p>	<p>We measure success in this area by monitoring overall workload for all departments. Monthly reporting outlining time spend on marketing efforts for consumer, social media, publicity and tourism sales will be submitted.</p>	<p>Having marketing support personnel allows us to be productive effectively and efficiently productive and meet project and program deadlines. Creating a solid support system with qualified and passionate team members allows us to maximize our efforts being more effective and efficient.</p>	\$50,000.00	<p>This person also acts as an internal project manager and assists with most every marketing related program – consumer, group and PR and earned media.</p> <p>This is a full-time salaried position exempt from overtime. As reported in the attached monthly reports, she provides support for all our marketing programs. She is the primary program manager for Simpleview, Meltwater, Klear and Barberstock as well as tracking all our traditional and digital influencer earned media. Earned media tracking alone accounts for a significant part of her time. As an example, we had a total earned ad value of \$3,612,302.88 for both traditional travel articles and social media. She is also responsible for tracking all our rural corridor reporting which tracks each business and community in all areas of our marketing. Our productivity has doubled since this person came onboard. The attached report is just a sample of all the reporting she is responsible for. The reports provided are updated and reported monthly.</p> <p>Attached is the report of her activities in monthly reports and the job description. Due to COVID, this employee was placed on temporary partial furlough beginning in May. She remained on furlough through most of July 2020. This is noted in her reports.</p> <p>This marketing method was successful as it achieved what we had hoped as measured, in our overall goals/results below. We plan to continue to use this method in our future marketing efforts.</p> <p><i>Due to COVID-19, some projects and programs were interrupted beginning in April 2020. Our marketing efforts pivoted from outward facing to inward facing to ensure the health and safety of our communities while ensuring nonresident visitors remained inspired to visit when travel was deemed appropriate.</i></p> <p>FY 2020 relevant goal/results:</p> <ul style="list-style-type: none"> <li>Increase overall consumer response by 2% over FY19 Actual: 1,852,609/% Change: 3%</li> <li>Increase electronic response by 2% over FY19 Actual: 1,797,187/% Change: 4%</li> <li>Maintain social media reach from FY19 Actual: 19,282,627 -27%</li> <li>Increase social media audience by 2.5% over FY19 Actual: 387,304/% Change: 2%</li> <li>Increase use of responsive website by 2% over FY19 Actual: 1,594,892/% Change: 4%</li> <li>Increase our consumer lead database by 2% over FY19 Actual: 1,202,842/% Change: 10%</li> <li>Increase our trade show database by 4% over FY19 Actual: 2,425/% Change: 23%</li> <li>Media stories to increase by 1% over FY19 \$3,612,302.88/% Change: 19%</li> <li>Fund chamber/visitor information centers at up to \$4,000 per project from Memorial Day to Labor Day FY19 Actual: 8</li> <li>Increase consumer and group</li> </ul>	<p>Sales and Marketing Assistant Reports FY20.pdf</p>

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Marketing Support	Outreach	<p>As a part of our rural marketing program, we are combining this budget line item with others to build a formal program around how to help our charming small towns through our efforts. We want to help them learn to identify and build tourism product, educate them on how to do it and how they can partner with Glacier Country Tourism and other entities to promote that product.</p> <p>We currently have the following outreach and training programs available:</p> <ul style="list-style-type: none"> <li>DMO 101: Understanding destination marketing organizations</li> <li>Stand Out From the Crowd: Developing your brand</li> <li>Public Relations Training: How to tell your story</li> <li>Your Virtual Community: Introduction to social media channels and advanced social media strategies for all</li> <li>The Key to Working with Groups: Group sales, international travelers, tour operators, meetings and conventions</li> <li>Reach Your Audience: Consumer marketing through paid media and content development</li> <li>Customer Service Training: Providing quality customer service all visitors - who, what, when, why and how</li> <li>Joining Forces: Glacier Country Tourism as a resource and partner</li> </ul>	Glacier Country Tourism market and industry support research for FY 2020: Link + PW: GlacierFY20.	<p>Helping businesses succeed and increasing the sense of industry pride and support translates to successful outreach. If a small investment in education and outreach efforts assists businesses and the industry at large, it is well worth the time and cost. We will measure the effectiveness of this method by the number of educational events we hold and host and the number people who attend.</p>	<p>Education and outreach is extremely important for several reasons. First and foremost, it adds to a business's ability to succeed by staying current with industry trends, challenges, marketing opportunities and knowledge of economic importance to Montana. It is also equally important to provide ongoing programs for individuals and organizations to affordably stay abreast of cutting-edge trends to keep them competitive and to increase the effectiveness of their efforts. When we can, we try to provide and support relevant, useful and cost-effective workshops and outreach support.</p>	\$5,000.00	<p>In FY 2020, we held our Glacier Country Tourism Summit. We discussed brand development, social media, working with groups (group tours, international, meetings + conventions), public relations, consumer marketing and film production. We also wanted to help people better understand how to work with destination marketing organizations and help them learn how they can best leverage Glacier Country Tourism's marketing assets. Our tourism and marketing experts strive to help businesses and organizations market their business or organization to travelers. There's strength in numbers, after all.</p> <p>We consider the workshop we hosted a success and we plan to do two of these every year but due to COVID, we were only able to hold one in FY 2020. 33 people joined us in Polson. See the attached document to view the agenda.</p> <p>This marketing method was successful as it achieved what we had hoped as measured in our overall goals/results below. We plan to continue to use this method in our future marketing efforts.</p> <p><i>Due to COVID-19, some projects and programs were interrupted beginning in April 2020. 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		Glacier Country Tourism has created a Community Relations and Outreach Plan. The creation of this plan is not						

	Marketing Support	<p>only a good idea but is absolutely necessary. As a regional tourism bureau covering an area the size of many states, brand marketing and partnership development has been the primary focus. Individual community involvement in these efforts has not always been strong, leaving much of the product identification up to the marketing team, organizational leadership, engaged partners and board of directors. As awareness of the tourism industry grows, positive and negative perceptions of it also grows. Montana's destination organizations, including GCT, have mostly operated behind the scenes without telling our own story - sharing what we do, how we do it, why we do it and how well we have done. A thoughtful community relations and outreach plan will provide a strategy to reach a much broader audience to ensure the answers to these questions and many more are inclusive, thoughtful, accurate, trusted and empowering.</p> <p>The DestinationNEXT Assessment GCT conducted in 2018 identified several objectives as opportunities for community support and engagement.</p> <ol style="list-style-type: none"> <li>1. Attract and retain a high-quality workforce.</li> <li>2. Stabilize and promote a positive labor relations environment.</li> <li>3. Build public support for tourism and GCT.</li> <li>4. Ensure local governments and leadership organizations rely on GCT as a resource to help destinations identify opportunities for development.</li> </ol> <p>The creation of this outreach plan aligns with the strategic goals, objectives and values set by the Glacier Country Tourism board of directors and leadership set at the time of the DestinationNext assessment. Four key goals were identified along with numerous objectives and performance targets. Specific to this marketing method, there are five objectives related to community and partner engagement.</p> <ol style="list-style-type: none"> <li>1. Develop a community outreach program to rural areas.</li> <li>2. Increase public support for tourism in Glacier Country.</li> <li>3. Improve the engagement of partners across the region (i.e. expand workshops, webinars, public service announcements).</li> <li>4. Engage in effort to develop an effective workforce strategy for the hospitality sector.</li> <li>5. Expand hospitality training program.</li> </ol> <p>All but two of these have ongoing programs to support and implement them. This budget will help with the remaining two - increase public support for tourism in Glacier Country and engage in effort to develop an effective workforce strategy for the hospitality sector.</p>	<p>Outreach is increasingly critical for destination organizations (DOs) as local, state, federal and global environments change. Historically, the focus of outreach efforts was on community stakeholders and elected officials but now includes the community at-large. This shift also requires DOs to be more proactive about telling their own story, being genuine, inclusive, transparent and sharing their passion for the destination. Destinations International (DI) briefing paper, <i>Finding Our Cornerstone</i>, recommends we ask ourselves a series of questions including:</p> <ul style="list-style-type: none"> <li>- What are the community needs?</li> <li>- Who are DOs helping?</li> <li>- Who is the customer?</li> <li>- Why do DOs do what they do?</li> </ul> <p>Seth Godin, author of the book <i>This Is Marketing</i>, suggests the answer to these questions is that destination promotion is for the benefit and well-being of every person in a community. Destination promotion is a vital investment to develop opportunities and build quality of life to benefit the people of a destination. According to <i>Made in America: Travel's Essential Contribution to Economic Development</i>, by U.S. Travel Association, "Residents can be champions of a destination or detractors if they do not see the value in increasing visitor demand. As tourism demand continues to increase, destination marketing organizations have the added responsibility of engaging with and creating advocates with local residents as well."</p>	<p>We will measure success by achieving the following performance targets:</p> <ol style="list-style-type: none"> <li>1. Develop and implement a pro-tourism outreach program that will result in an ongoing effort to help support the tourism industry for future years.</li> <li>3. Increase partnership growth year over year. GCT has recently approved a new partnership program that allows all businesses and organizations who provide products and services - directly and indirectly - to the visitor to partner with GCT. Track number of partners.</li> <li>4. Participate in events by where GCT leadership has the opportunity to present pro-tourism messaging to targeted audiences. Track number of events and audience/participation.</li> <li>5. Implement a workforce survey by the end of 2020.</li> </ol>	<p>As one of Montana's leading destination organizations, GCT must be proactive in how we address the two of the three transformational opportunities outlined in the Destinations International 2019 <b>Futures Study</b> to help destination leaders formulate strategic decisions heading into the future.</p> <ol style="list-style-type: none"> <li>1. Destination Stewardship: Balancing economic development, sustainable tourism and quality of life.</li> <li>2. Community Alignment: Building public support around a shared vision for the destination.</li> </ol> <p>As a lodging tax funded Montana destination organization, GCT is required to follow the Montana Tourism and Recreation Strategic Plan and up until the end of 2017, the state plan served as GCT's strategic plan. Board and executive leadership recognized that while this plan served the needs of the state, it did not address the particular and unique needs of our organization and region. GCT needed a plan that was useful for guiding day-to-day decisions and also for evaluating progress and changing methodologies. In order to make the most of strategic planning, we needed to give careful thought to the goals and objectives and then back them up with realistic, thoroughly researched, quantifiable benchmarks for evaluating results.</p> <p>In 2018, Glacier Country Tourism participated in a DestinationNext assessment. As a regional DO in Montana, we invited stakeholders from not only the eight counties and 75 communities within our region but across the state as well. The assessment results presented were for the region and for each of the eight counties within our boundaries. Of the 432 respondents, we were happy to see strong input from government leaders, media and members. We ranked high in the Explorer quadrant with slightly below industry average destination strength and community support and engagement. Because the geographic size and diversity of communities, product and economies vary, the need to assess our performance by county was important. We now have a baseline at the community, region and state level which allows us to better build upon our successes and address our challenges.</p>	<p>\$10,000.00</p>	<p><i>Due to COVID-19, this project/program was interrupted beginning in April 2020. Our marketing efforts pivoted from outward facing to inward facing to ensure the health and safety of our communities while ensuring nonresident visitors remained inspired to visit when travel was deemed appropriate. No lodging tax funds were spent. We will consider using this method in the future.</i></p>	
		<p>Glacier Country Tourism has attended and participated in a number of targeted trade shows with media exchanges over the years, specifically</p>					<p>Travel trade shows for travel writers, bloggers and digital influencers are a highly effective and efficient method of promotion from a destination marketing organization. Our earned media manager attended two show this year - TBEX and IMM.</p> <p>She met with media who were seeking information for stories. She had 35 appointments with media at IMM and 76 at TBEX. View the attached document to see show reports and pitch sheets.</p> <p>We absolutely plan to continue this program as the earned media we receive</p>	

<p>Publicity</p>	<p>Travel/Trade Shows</p>	<p>international foreign independent travel.</p> <p>Our earned media manager has attended the IPW (formerly International Pow Wow) media exchange for many years and found this to be a highly effective marketing method.</p> <p>Two years ago, we started attending International Media Marketplace (IMM). IMM is now established as the industry's leading event for the media to meet travel and tourism brands. Exhibitors enjoy a dedicated branded table where they can meet top travel journalists, editors and broadcasters to discuss their news, events and developments. As a single-day networking and relationship-building opportunity for journalists and travel &amp; tourism brands, IMM is unrivalled.</p> <p>This fall, the Billings CVB is hosting TBEX. TBEX is the largest conference and networking event for travel bloggers, online travel journalists, new media content creators, travel brands and industry professionals. Each year, TBEX partners with fantastic host destinations in North America, Europe and Asia Pacific to bring the travel industry's most creative minds together to learn, network and do business. Glacier Country Tourism is partnering with Explore Whitefish and Destination Missoula in a shared sponsorship. As part of this partnership, each DMO gets their own speed networking table where they will have set appointments with travel bloggers at the conference.</p> <p>This year, we plan to participate in all three opportunities.</p>	<p>Glacier Country Tourism market and industry support research for FY 2020: Link + PW: GlacierFY20.</p>	<p>We measure success in this area by producing a show report, tracking the contacts made and summarizing key takeaway information. Any earned media will be tracked via Simpleview - tracking earned media reports for each article and post.</p>	<p>With so much competition in and out of the United States, standing out from the crowd from other destinations can be a challenge especially when it comes to earned media. Digital influencers have added to that: is that person paid or not, are they on brand, do they produce and do they have a strong audience? Using resources such as Meltwater, Klear and Cision help but nothing beats one on one meetings. Just as travel trade has been doing for many years, earned media is increasingly using speed networking as a method to create opportunities to develop new media relationships and strengthen existing ones. Timed one on one appointments are a great way to pitch stories and destinations.</p>	<p>\$15,000.00</p>	<p>this year along was almost twice what our total bed tax budget was. The exposure from these events contributed to \$3,612,302.88 million in earned ad value. Total circulation was 8,107,591/audience was 507,050 and total social audience was 32,779,265 million.</p> <p><i>Due to COVID-19, some projects and programs were interrupted beginning in April 2020. Our marketing efforts pivoted from outward facing to inward facing to ensure the health and safety of our communities while ensuring nonresident visitors remained inspired to visit when travel was deemed appropriate.</i></p> <p>FY 2020 relevant goal/results:</p> <ul style="list-style-type: none"> <li>• Increase overall consumer response by 2% over FY19 Actual: 1,852,609/% Change: 3%</li> <li>• Increase electronic response by 2% over FY19 Actual: 1,797,187/% Change: 4%</li> <li>• Maintain social media reach from FY19 Actual: 19,282,627 -27%</li> <li>• Increase social media audience by 2.5% over FY19 Actual: 387,304/% Change: 2%</li> <li>• Increase use of responsive website by 2% over FY19 Actual: 1,594,892/% Change: 4%</li> <li>• Increase our consumer lead database by 2% over FY19 Actual: 1,202,842/% Change: 10%</li> <li>• Increase our trade show database by 4% over FY19 Actual: 2,425/% Change: 23%</li> <li>• Media stories to increase by 1% over FY19 \$3,612,302.88/% Change: 19%</li> <li>• Increase consumer and group suggested itineraries by two Actual: 2/% Change: 0%</li> <li>• Revenue indicators for performance             <ul style="list-style-type: none"> <li>◦ Lodging tax revenue compared to 2019 Actual: \$10,041,437/% Change: -4%</li> <li>◦ Monitor RevPAR by 1.5% (STR) Actual: 54.22/% Change: -13.6%</li> <li>◦ Monitor RevPAR by 1.5% (AIRDNA) - Did not subscribe to data due to data irregularities</li> </ul> </li> </ul>	<p>Travel Media Trade Show Reports + Pitch Sheets FY20.pdf</p>
					<p>Travel content is meant to inform and inspire, providing people the tools they</p>		<p>This person is dedicated to working with travel media representatives associated with print, online and digital influencers - including social media. Earned media (or free media) refers to publicity gained through promotional efforts other than paid media advertising, which refers to publicity gained through advertising, or owned media, which refers to branding.</p> <p>We continue to see extremely positive results from having on-staff publicity and earned media personnel. We plan to continue to maintain this position as it allows us to not only save money but be much more effective and efficient. Our publicity program extends into many of our program areas ensuring consistent messaging and voice. It also allows us to host proactive media trips and be responsive and assist media who contact us directly or who are working with partners.</p> <p>This person worked on seven different proactive media trips where we utilized funds - including one post event press (TBEX) trip that hosted seven bloggers for a week. She also coordinated two media outreach events (Los Angeles and New York City) and attended two trade media exchange events (TBEX and IMM). During this budget year, we also had to trigger our crisis plan to help mitigate the negative impacts we were experiencing with COVID-19.</p> <p>We absolutely plan to continue this program as the earned media we receive this year equaled more than the total bed tax budget for the entire year. Our ROI for this program 100 to 1. For every \$1 spent, we received \$100 in return.</p>	

Publicity	Marketing/Publicity Personnel	<p>Glacier Country Tourism has a PR and Earned Media Manager who develops, manages and monitors our publicity projects and programs. Every year, our publicity efforts result in strong performance with both travel writers, travel bloggers and digital influencers. We plan to continue our current efforts with a support budget for trade media shows, media events, press trips and familiarization funding to be flexible and responsive for those we host and those we promote. See attached job description.</p>	<p>Glacier Country Tourism market and industry support research for FY 2020: Link + PW: GlacierFY20.</p> <p>"The power of visual user-generated content (UGC), or earned content, as an indispensable marketing tool is growing by the day—and the travel industry, which now generates a whopping 10% of the world's GDP, has arguably more to gain from the visual earned content revolution than perhaps any other industry." <i>How Earned Content Is Transforming the Travel Industry - Olapic + Skift - Mar 17, 2016</i></p>	<p>Ultimately a successful publicity program comes down to earned media, circulation and impressions within that media, consistency and quality of voice and tone of messaging and building and maintaining strong relationships with media. We will measure this position by not only the monthly reports outlining the activities of this person but also the earned media for the year.</p> <p>In FY 2018, we spent \$57,000 in wage and earned \$1,486,000 in earned ad value. See our <b>earned media report</b> for detailed results we were able to track during this budget year. All media we report are efforts our organization had direct contact with.</p>	<p>need to finally book a trip they've been meaning to take, whether it's a weekend getaway or a bucket list adventure. Problem is that brochures, travel agents and websites do not appeal to all consumers these days.</p> <p>Travel media relations efforts are focused on sharing information about regional stakeholders in promoting key messages and experiences to the traveling public with travel writers, TV show producers, documentary film crews, social media content creators and others. In some cases, this is done by collaborating with partners to bring these people to our region and in other cases we gather and send assets like editorial, images and video content or links to various travel media outlets. Earned media refers to media exposure earned through these relationships with key media outlets who feature our story or tourism experience as a result of hosting a media trip or pitching a story.</p>	\$70,000.00	<p>Attached is the report of her activities in monthly reports and the job description. Due to COVID, this employee was placed on temporary partial furlough beginning in May. She remained on furlough through most of July 2020. This is noted in her reports.</p> <p>This marketing method was successful as it achieved what we had hoped as measured in our overall goals/results below. We plan to continue to use this method in our future marketing efforts.</p> <p><i>Due to COVID-19, some projects and programs were interrupted beginning in April 2020. Our marketing efforts pivoted from outward facing to inward facing to ensure the health and safety of our communities while ensuring nonresident visitors remained inspired to visit when travel was deemed appropriate.</i></p> <p>FY 2020 relevant goal/results:</p> <ul style="list-style-type: none"> <li>• Increase overall consumer response by 2% over FY19 Actual: 1,852,609/% Change: 3%</li> <li>• Increase electronic response by 2% over FY19 Actual: 1,797,187/% Change: 4%</li> <li>• Maintain social media reach from FY19 Actual: 19,282,627 -27%</li> <li>• Increase social media audience by 2.5% over FY19 Actual: 387,304/% Change: 2%</li> <li>• Increase use of responsive website by 2% over FY19 Actual: 1,594,892/% Change: 4%</li> <li>• Increase our consumer lead database by 2% over FY19 Actual: 1,202,842/% Change: 10%</li> <li>• Increase our trade show database by 4% over FY19 Actual: 2,425/% Change: 23%</li> <li>• Media stories to increase by 1% over FY19 \$3,612,302.88/% Change: 19%</li> <li>• Fund chamber/visitor information centers at up to \$4,000 per project from Memorial Day to Labor Day FY19 Actual: 8</li> <li>• Increase consumer and group suggested itineraries by two Actual: 2/% Change: 0%</li> <li>• Revenue indicators for performance             <ul style="list-style-type: none"> <li>◦ Lodging tax revenue compared to 2019 Actual: \$10,041,437/% Change: -4%</li> <li>◦ Monitor RevPAR by 1.5% (STR) Actual: 54.22/% Change: -13.6%</li> <li>◦ Monitor RevPAR by 1.5% (AIRDNA) - Did not subscribe to data due to data irregularities</li> </ul> </li> </ul>	PR + Earned Media Manager Reports FY20.pdf
				We will measure the success of this			<p>Glacier Country's earned media plan was very successful last year. We proactively assisted/planned 7 media trips with one of those being a post TBEX media trip with seven bloggers. See <i>itineraries in the attached report</i>.</p> <p>We absolutely plan to continue this program as the earned media we receive this year along was almost twice what our total bed tax budget was. We spent \$36,000 and earned \$3,612,302.88 million in ad value. Total circulation was 8,107,591/audience was 507,050 and total social audience was 32,779,265 million. Our ROI for this program 100 to 1. For every \$1 spent, we received \$100 in return. See <i>complete earned media report in the attached report</i>.</p> <p><i>Due to file size constraints, the media articles/posts scans were not able to be uploaded but are viewable via a DropBox link.</i></p> <p>This marketing method was successful as it achieved what we had hoped as measured in our overall goals/results below. The effectiveness and efficiency of doing events like this are extremely good and we plan to continue to use this method in our future marketing efforts.</p>	

Publicity	Press Trips	<p>Glacier Country will continue to work with travel media and digital influencers to tell the many stories of Western Montana. This will be done through proactive and reactive press visits to our region to provide these storytellers with a first-hand experience of what Montana has to offer. We will host group visits, as well as individual media visits. In addition to consumer focused media outlets, we also work with book authors and trade publications. We find having a strong publicity program strengthens our marketing effort and brings exceptional value and return on investment for our overall promotion program.</p>	<p>Glacier Country Tourism market and industry support research for FY 2020: Link + PW: GlacierFY20.</p> <p>Two thirds of American travelers (66.4%) say they rely on the in-person opinions of friends and relatives, while nearly 40 percent get this information from social media. The Internet is also a major player, with 61.9 percent saying they get their destination inspiration from one of the three primary digital resources tracked (online media, social media or online video.) <i>The State of the American Traveler, Destination Analysts</i></p> <p><a href="https://destinationthink.com/third-party-content">https://destinationthink.com/third-party-content</a></p> <p>Help guide your DMO into the future: Advice from international destination marketing experts</p>	<p>method by tracking all earned media articles and posts and presenting this information in an earned media report which will track the travel writer/digital influencer, each publication and post along with the earned ad value is.</p> <p>In FY 2018, we hosted 14 travel writers/digital influencers that had some outlay of money. There were many more that required time and not financial assistance or that we were able to secure in-kind services for by our partners. Visit our DropBox folder to see our <b>earned media report</b> for detailed results we were able to track during this budget year. We will continue to track our earned media using the same system as well as a new method using Simpleview.</p>	<p>A strong earned media program is supported with a budget covers costs associated with travel expenses when media comes to Glacier Country to write about the destination. Depending on the nature of the assignment of the person on assignment, we can assist with accommodations, suggested itineraries, passes to attractions and more.</p>	\$80,000.00	<p><i>Due to COVID-19, some projects and programs were interrupted beginning in April 2020. Our marketing efforts pivoted from outward facing to inward facing to ensure the health and safety of our communities while ensuring nonresident visitors remained inspired to visit when travel was deemed appropriate.</i></p> <p>FY 2020 relevant goal/results:</p> <ul style="list-style-type: none"> <li>• Increase overall consumer response by 2% over FY19 Actual: 1,852,609/% Change: 3%</li> <li>• Increase electronic response by 2% over FY19 Actual: 1,797,187/% Change: 4%</li> <li>• Maintain social media reach from FY19 Actual: 19,282,627 -27%</li> <li>• Increase social media audience by 2.5% over FY19 Actual: 387,304/% Change: 2%</li> <li>• Increase use of responsive website by 2% over FY19 Actual: 1,594,892/% Change: 4%</li> <li>• Increase our consumer lead database by 2% over FY19 Actual: 1,202,842/% Change: 10%</li> <li>• Increase our trade show database by 4% over FY19 Actual: 2,425/% Change: 23%</li> <li>• Media stories to increase by 1% over FY19 \$3,612,302.88/% Change: 19%</li> <li>• Fund chamber/visitor information centers at up to \$4,000 per project from Memorial Day to Labor Day FY19 Actual: 8</li> <li>• Increase consumer and group suggested itineraries by two Actual: 2/% Change: 0%</li> <li>• Revenue indicators for performance             <ul style="list-style-type: none"> <li>◦ Lodging tax revenue compared to 2019 Actual: \$10,041,437/% Change: -4%</li> <li>◦ Monitor RevPAR by 1.5% (STR) Actual: 54.22/% Change: -13.6%</li> <li>◦ Monitor RevPAR by 1.5% (AIRDNA) - Did not subscribe to data due to data irregularities</li> </ul> </li> </ul>	FY20 Earned Media Report + Itineraries.pdf
Publicity	Press Promotions/Media Outreach	<p>We will host media outreach trips that will allow us to bring Montana to various target markets and ensure members of the media in those markets are armed with accurate information on Western Montana.</p> <p>In the FY 2018 budget year, we are collaborated working with Destination Missoula and the Missoula International Airport on a media event in Dallas to help build awareness of the new American Airlines year-round flight to Missoula. Tourism sales managers from each organization helped promote Western Montana as a destination for B2B travel along with consumer-focused media and digital influencers.</p> <p>In FY 2019, we also coordinated two media events in key markets - Chicago, IL and San Francisco, CA.</p>	<p>Glacier Country Tourism market and industry support research for FY 2020: Link + PW: GlacierFY20.</p> <p>According to Adventure Travel and Trade Association, food tourism represents vast opportunity; over one third of global tourism expenditure is on food and beverage products, and tourists are increasingly identifying local food and food experiences as their primary and secondary motivations for choosing specific destinations. ATIA's recent research shows that many adventure operators are already innovating in this industry with their product. Key findings from this study include:</p> <p>71 percent of adventure itineraries have an experiential food focus of some kind.</p> <p>For operators offering "high food focus" itineraries, the average reported price per day for such trips was \$472 USO</p>	<p>Ultimately a successful publicity program comes down to earned media, consistency and quality of voice and tone, strong messaging and strong relationships with media. We will measure our success by tracking our efforts via our earned media report that tracks all editorial exposure by month, event/activity it was attributed to, the earned ad value and circulation/impressions delivered.</p>	<p>Media relationships are an important part of telling our Montana story. Through media events and press outreach, we are able to have face-to-face meetings with many members of the media in specific markets. This allows us to have an enjoyable way to meet and talk about Glacier Country Montana. We have founds this method is highly effective and efficient.</p>	\$25,000.00	<p>We coordinated two media events this year in the key markets of Los Angeles and New York City - New York was cancelled due to COVID-19. The LA event was done in collaboration with Destination Missoula, Explore Whitefish and Discover Kalispell to support the new direct flights from Missoula and Kalispell to both cities. View the event report and pitch sheet for details. We were very happy with the LA event and - to this day - continue to receive solid inquiries about potential stories and digital influencer exposure from them.</p> <p>We absolutely plan to continue this program as the earned media we receive this year along was almost twice what our total bed tax budget was. We earned \$3,612,302.88 million in ad value. Total circulation was 8,107,591/audience was 507,050 and total social audience was 32,779,265 million.</p> <p>This marketing method was successful as it achieved what we had hoped as measured in our overall goals/results below. The effectiveness and efficiency of doing events like this are extremely good and we plan to continue to use this method in our future marketing efforts.</p> <p><i>Due to COVID-19, some projects and programs were interrupted beginning in April 2020. Our marketing efforts pivoted from outward facing to inward facing to ensure the health and safety of our communities while ensuring nonresident visitors remained inspired to visit when travel was deemed appropriate.</i></p> <p>FY 2020 relevant goal/results:</p> <ul style="list-style-type: none"> <li>• Increase overall consumer response by 2% over FY19 Actual: 1,852,609/% Change: 3%</li> <li>• Increase electronic response by 2% over FY19 Actual: 1,797,187/%</li> </ul>	Media Outreach Event + Pitch Sheet FY20.pdf

		<p>You can view <b>media lists</b> and <b>pitch sheets</b> (Glacier Country, Whitefish, Kalispell, Missoula) from each event. We were very happy with each event's attendance and still to this day continue to receive solid inquiries about potential stories and digital influencer exposure from them.</p>	<p>Cooking classes and visits to wineries, breweries and distilleries were ranked as the top requested activities as reported by tour operators and travel agents.</p>			<ul style="list-style-type: none"> <li>Change: 4%</li> <li>Maintain social media reach from FY19 Actual: 19,282,627 -27%</li> <li>Increase social media audience by 2.5% over FY19 Actual: 387,304/% Change: 2%</li> <li>Increase use of responsive website by 2% over FY19 Actual: 1,594,892/% Change: 4%</li> <li>Increase our consumer lead database by 2% over FY19 Actual: 1,202,842/% Change: 10%</li> <li>Increase our trade show database by 4% over FY19 Actual: 2,425/% Change: 23%</li> <li>Media stories to increase by 1% over FY19 \$3,612,302.88/% Change: 19%</li> <li>Increase consumer and group suggested itineraries by two Actual: 2/% Change: 0%</li> <li>Revenue indicators for performance                         <ul style="list-style-type: none"> <li>Lodging tax revenue compared to 2019 Actual: \$10,041,437/% Change: -4%</li> <li>Monitor RevPAR by 1.5% (STR) Actual: 54.22/% Change: -13.6%</li> <li>Monitor RevPAR by 1.5% (AIRDNA) - Did not subscribe to data due to data irregularities</li> </ul> </li> </ul>	
Publicity	Crisis Management	<p>For the past several years, Glacier Country has had a crisis management in place to ensure we are ready to share a clear, concise and accurate message with our visitors. This plan includes our efforts working directly with media as well as sharing a communication tips sheet with our businesses so they can better understand the dos and don'ts when talking with visitors. We will continue to have an updated crisis plan that can be implemented if and when necessary. New this year will be dos and don'ts around social media posts and messaging. We plan to evaluate it by monitoring if we were able to effectively implement it and minimize negative effects from the crisis that triggered it.</p>	<p>Glacier Country Tourism market and industry support research for FY 2020: Link + PW: GlacierFY20.</p> <p>"Good crisis communication planning may be one of the best investments you ever make. No other activity in the initial hours, days and weeks of a crisis has the potential to mitigate its effects so significantly. It helps limit the negative impact of a crisis by addressing the information needs of all industry stakeholders in an efficient, timely and responsible manner." <i>DESTINATION MANAGEMENT DURING A CRISIS, Jim McCaul</i></p> <ul style="list-style-type: none"> <li>Destination Management During a Crisis _ DMAI</li> <li><a href="http://www.mmipublicrelations.com/white/paper/crisis-management-a-white-paper/">http://www.mmipublicrelations.com/white/paper/crisis-management-a-white-paper/</a></li> <li><a href="https://destinationthink.com/crisis-communication-plan/">https://destinationthink.com/crisis-communication-plan/</a></li> </ul>	<p>If having an actionable strategy can help mitigate the negative overall travel experience of a visitor then we have been successful. How we measure this will depend on the nature of the crisis. As an example, in 2018, after the wildfire started in Glacier National Park, Glacier Country Tourism created an online survey to determine the impacts of the media exposure from that fire. With those results we were able to develop a campaign that would in the weeks and months following the event minimize the year end decrease in business. We used the survey to assess if our communications plan was used and if it helped our communities save bookings and work with visitors already here to ensure they had a positive travel experience in spite of the fires. We will measure engagement/response rates to messaging on social media (followers/likes), website visits and activity related the earned media campaign.</p>	<p>Being prepared for harmful situations is imperative. It is important to map out potential negative scenarios and have a PR plan for each one helping to minimize the negative effects of the situation or event.</p>	<p>We triggered our crisis communications plan on March 16, 2020 in response to the coronavirus global pandemic. COVID-19 continues to impact the globe and GCT has been learning, reviewing, responding, collecting, communicating, sharing, adjusting, advocating and strategizing on a day-by-day basis. While we have settled into a new norm, we are still active and engaged in our response to this crisis. We are actively communicating with our industry and partners via calls, webinars, newsletters, blogs and social media. After the last board meeting, we shifted as much of our paid national campaign to in-state encouraging residents of Montana to explore our own backyards. As of June 1, nonresidents no longer had to quarantine when they visited. The out-of-state ads we had running spoke to future travel when the time was right. We remain in Phase 2 of reopening.</p> <p>We implemented an emergency earned media campaign with the message to love Montana now but explore later - discouraging travelers from coming until it was safe. <b>This campaign had 24,826,532 unique visitors and social followers and had a total value of \$191,194.</b></p> <p>We found that the plan we have served us as well with a global pandemic as it did with wildland fire and smoke.</p> <p>Crisis communication method was successful and we will continue to keep this in our budget in future years as a precaution.</p> <p><i>Due to COVID-19, some projects and programs were interrupted beginning in April 2020. Our marketing efforts pivoted from outward facing to inward facing to ensure the health and safety of our communities while ensuring nonresident visitors remained inspired to visit when travel was deemed appropriate.</i></p> <p>FY 2020 relevant goal/results:</p> <ul style="list-style-type: none"> <li>Increase overall consumer response by 2% over FY19 Actual: 1,852,609/% Change: 3%</li> <li>Increase electronic response by 2% over FY19 Actual: 1,797,187/% Change: 4%</li> <li>Maintain social media reach from FY19 Actual: 19,282,627 -27%</li> <li>Increase social media audience by 2.5% over FY19 Actual: 387,304/% Change: 2%</li> <li>Increase use of responsive website by 2% over FY19 Actual: 1,594,892/% Change: 4%</li> <li>Increase our consumer lead</li> </ul>	<p>\$1,000.00</p> <p>COVID 19 Response Earned Media Report FY20.pdf</p>

							<ul style="list-style-type: none"> <li>database by 2% over FY19 Actual: 1,202,842/% Change: 10%</li> <li>Increase our trade show database by 4% over FY19 Actual: 2,425/% Change: 23%</li> <li>Media stories to increase by 1% over FY19 \$3,612,302.88/% Change: 19%</li> <li>Fund chamber/visitor information centers at up to \$4,000 per project from Memorial Day to Labor Day FY19 Actual: 8</li> <li>Increase consumer and group suggested itineraries by two Actual: 2/% Change: 0%</li> <li>Revenue indicators for performance                             <ul style="list-style-type: none"> <li>Lodging tax revenue compared to 2019 Actual: \$10,041,437/% Change: -4%</li> <li>Monitor RevPAR by 1.5% (STR) Actual: 54.22/% Change: -13.6%</li> <li>Monitor RevPAR by 1.5% (AIRDNA) - Did not subscribe to data due to data irregularities</li> </ul> </li> </ul>	
Publicity	Fam Trips	<p>Glacier Country Tourism plans to use familiarization tours as one of our overall efforts to support our identified consumer markets, B2B programs and social media. For many years, this has allowed us to develop a collaborative and broad-based approach to discovering and developing content, experiences and itineraries for consumer and group travel. We will continue this effort by using a portion of our budget to identify product so we can better capture, pitch/refer and host travel and trade professional(s).</p>	<p>Glacier Country Tourism market and industry support research for FY 2020: Link + PW: GlacierFY20.</p> <p>According to Adventure Travel and Trade Association, food tourism represents vast opportunity; over one third of global tourism expenditure is on food and beverage products, and tourists are increasingly identifying local food and food experiences as their primary and secondary motivations for choosing specific destinations. ATIA's recent research shows that many adventure operators are already innovating in this industry with their product. Key Findings from this study include:</p> <p>71 percent of adventure itineraries have an experiential food focus of some kind.</p> <p>For operators offering "high food focus" itineraries, the average reported price per day for such trips was \$472 USD</p> <p>Cooking classes and visits to wineries, breweries and distilleries were ranked as the top requested activities as reported by tour operators and travel agents.</p>	<p>We will measure success by tracking earned media as well as tracking stats associated with internal content gathered and produced - maximizing our efforts across all content platforms.</p>	<p>Familiarization tours are an effective way to identify and share tourism product throughout the region. Armed with this information and firsthand knowledge of the experiences, we are able to strategize how that product can be promoted through various programs and plan logistics for itineraries and host on-the-ground consumer and B2B press trips and tours throughout all nine corridors of our eight-county region.</p>	\$30,000.00	<p>We leveraged the FAM budget to support content gathering and itinerary development for all our consumer and B2B efforts. We also maximized use of our familiarization trips by taking photos/video and gathering information to use in our consumer and B2B blogs and group social media efforts. This is a highly effective element of our overall program allows us to develop highly effective and cost-efficient itineraries and stay abreast of what is happening in our region so we can pitch unique stories to travel media and digital influencers.</p> <p>We are two years into our rural marketing initiative which places more focus on our rural communities through the nine rural travel corridors. We are tracking these efforts with our rural tracking system.</p> <p>This marketing method was successful as it achieved what we had hoped as measured in our overall goals/results below. We plan to continue to use this method in our future marketing efforts.</p> <p>FY 2020 relevant goal/results:</p> <ul style="list-style-type: none"> <li>Increase overall consumer response by 2% over FY19 Actual: 1,852,609/% Change: 3%</li> <li>Increase electronic response by 2% over FY19 Actual: 1,797,187/% Change: 4%</li> <li>Maintain social media reach from FY19 Actual: 19,282,627 -27%</li> <li>Increase social media audience by 2.5% over FY19 Actual: 387,304/% Change: 2%</li> <li>Increase use of responsive website by 2% over FY19 Actual: 1,594,892/% Change: 4%</li> <li>Increase our consumer lead database by 2% over FY19 Actual: 1,202,842/% Change: 10%</li> <li>Increase our trade show database by 4% over FY19 Actual: 2,425/% Change: 23%</li> <li>Media stories to increase by 1% over FY19 \$3,612,302.88/% Change: 19%</li> <li>Fund chamber/visitor information centers at up to \$4,000 per project from Memorial Day to Labor Day FY19 Actual: 8</li> <li>Increase consumer and group suggested itineraries by two Actual: 2/% Change: 0%</li> <li>Revenue indicators for performance                             <ul style="list-style-type: none"> <li>Lodging tax revenue compared to 2019 Actual: \$10,041,437/% Change: -4%</li> <li>Monitor RevPAR by 1.5% (STR) Actual: 54.22/% Change: -13.6%</li> <li>Monitor RevPAR by 1.5% (AIRDNA) - Did not subscribe to data due to data irregularities</li> </ul> </li> </ul>	<p>Earned Media Articles by Rural Corridor FY20.pdf</p>
						\$2,341,000.00		

**Marketing Method Evaluation Attachments**

Attachment 1	FY20 Glacier Country P+L Actual vs. Budget Pie Chart.pdf
Attachment 2	FY20 Glacier Country Budget to Actual Comparison report.pdf
Attachment 3	
Attachment 4	
Attachment 5	
Attachment 6	
Attachment 7	
Attachment 8	
Attachment 9	
Attachment 10	

**Marketing Method Budget**

Marketing Segment	Marketing Method	Bed tax funded budget	Non bed tax funded budget (optional)
Consumer	Electronic Adv - Newsletter, E-blast	\$35,000.00	\$0.00
Consumer	Travel/Trade Shows	\$1,000.00	\$0.00
Consumer	Webpage Marketing/SEO/SEM	\$100,000.00	\$70,000.00
Consumer	Sweepstakes	\$15,000.00	\$1,000.00
Consumer	Ad Agency Services	\$380,000.00	\$20,000.00
Consumer	Joint Ventures	\$90,000.00	\$0.00
Consumer	Social Media	\$30,000.00	\$0.00
Consumer	Multi-Media Marketing	\$280,000.00	\$0.00
Consumer	Opportunity Marketing	\$40,000.00	\$0.00
Consumer	Cooperative Marketing	\$40,000.00	\$0.00
Consumer	Digital Asset Management/Aquisition	\$35,000.00	\$0.00
		\$1,046,000.00	\$91,000.00
Film	Opportunity Marketing	\$6,000.00	\$0.00
		\$6,000.00	\$0.00
Group Marketing	Group Marketing Personnel	\$74,000.00	\$0.00
Group Marketing	Travel/Trade Shows	\$50,000.00	\$500.00
Group Marketing	Fam Trips	\$30,000.00	\$2,000.00
Group Marketing	Partner Support	\$13,000.00	\$0.00
Group Marketing	Multi-Media Marketing	\$75,000.00	\$0.00
		\$242,000.00	\$2,500.00
Marketing Support	Partner Support	\$22,000.00	\$0.00
Marketing Support	Administration	\$428,000.00	\$30,000.00
Marketing Support	TAC/Governor's Conference meetings	\$3,000.00	\$100.00
Marketing Support	DMO Program Participation	\$10,000.00	\$200.00
Marketing Support	VIC Funding/Staffing/Signage	\$45,000.00	\$0.00
Marketing Support	Marketing Support/Customer Service Training	\$15,000.00	\$0.00
Marketing Support	Outreach	\$5,000.00	\$500.00
Marketing Support	Fulfillment/Telemarketing/Call Center	\$145,000.00	\$118,000.00
Marketing Support	Research	\$46,000.00	\$0.00
Marketing Support	Printed Material	\$5,000.00	\$0.00
Marketing Support	Outreach	\$5,000.00	\$0.00
Marketing Support	Digital Asset Management/Aquisition	\$12,000.00	\$0.00
Marketing Support	Promotional Items	\$10,000.00	\$0.00
Marketing Support	Marketing/Publicity Personnel	\$50,000.00	\$0.00
Marketing Support	Outreach	\$10,000.00	\$0.00
Marketing Support	Professional Development	\$15,000.00	\$200.00
		\$826,000.00	\$149,000.00
Publicity	Marketing/Publicity Personnel	\$70,000.00	\$0.00
Publicity	Press Trips	\$80,000.00	\$1,000.00
Publicity	Press Promotions/Media Outreach	\$25,000.00	\$0.00
Publicity	Crisis Management	\$1,000.00	\$0.00
Publicity	Fam Trips	\$30,000.00	\$1,000.00
Publicity	Travel/Trade Shows	\$15,000.00	\$0.00
		\$221,000.00	\$2,000.00
		\$2,341,000.00	\$244,500.00

**Miscellaneous Attachments**

Description	File Name	File Size
GC FY 2020 Marketing Plan Narrative + Budget	GC Marketing Plan_digital_FY20_Single.pdf	23.9 MB
GC FY 2020 Marketing Plan Narrative + Budget	GC Marketing Plan_digital_FY20_Single.pdf	23.9 MB
ITRR 2018 Visitor Nonresident Report	ITRR 2018 Nonresident Visitor Report.pdf	48 KB

ITRR 2018 Visitor Nonresident Report	ITRR 2018 Nonresident Visitor Report.pdf	48 KB
Y2Y Market Research for Glacier Country Region FY 20	ITRR Reports for FY 2020 Marketing Plan Research.pdf	65 KB
Y2Y Market Research for Glacier Country Region FY 20	ITRR Reports for FY 2020 Marketing Plan Research.pdf	65 KB
Montana Brand Exploration Research	Montana Brand Exploration Research - Final Report of Findings V2 - Novme... (004).pdf	3.0 MB
Montana Brand Exploration Research	Montana Brand Exploration Research - Final Report of Findings V2 - Novme... (004).pdf	3.0 MB

**Reg/CVB Required Documents**

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<b>Description</b>	<b>File Name</b>	<b>File Size</b>
FY 2020 Board of Directors Minutes - GCT	2019 March Board Minutes.pdf	67 KB
FY 2020 Budget Pie Charts	GC Marketing Plan_FY20_Pie_Charts.pdf	678 KB
FY 2020 Required Documents - GCT	RequireddocumentsFY20GC.pdf	66 KB

