



Grant Details

80683 - FY20 Region/CVB Marketing Plan

8687 - FY20 Yellowstone Country Marketing Plan

DOC Office of Tourism

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Community & Brand Support

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

PURPOSE

The sole purpose of Yellowstone Country Montana, Inc. (YC, YCMI) is to promote the five-county region (Gallatin, Park, Sweet Grass, Stillwater & Carbon) of Montana as a year-round destination for leisure & business travelers.

Yellowstone Country Differentiator: The "Beyond Yellowstone" experience that can be found throughout the YC region; the primary reason people come to Montana is to visit Yellowstone National Park; however, once (or in addition to) the park experience, the region offers the opportunity to "get away from your getaway by heading north of the park". Visiting the world's most famous national park is a must for many people, but we want to broaden that experience to encompass what can be found just outside the park.

PRIMARY GOAL

YC's primary goal is to raise brand awareness of this region as a premier travel destination.

Objectives for meeting this goal:

- Implement strategic media campaigns that reach our targeted audience(s)
- Implement supporting resources for managing & tracking marketing & promotion campaigns
- Encouraging visitation to authentic cultural & heritage assets
- Sharing the "local flavor" through promotion of festivals & events throughout the region
- Highlighting the abundance of outdoor recreation opportunities

STRENGTHS

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

- **Yellowstone National Park and its Gateway Communities:** Three of the five entrances to YNP are located in YC, including the only year-round entrance at Gardiner, the northeast entrance at Cooke City/Silver Gate and the most-accessed entrance at West Yellowstone.
- **Scenic Drives:** Paradise Valley (Livingston to Gardiner), the **Beartooth All-American Road** (Red Lodge to Cooke City), Gallatin Canyon (Bozeman to Big Sky), Lake Loop (Bozeman to Norris), Absarokee Loop (Absarokee to Nye to Flattail and back to Absarokee), and many, many other routes through Yellowstone National Park.
- **Alpine Ski Resorts:** Bridger Bowl, Big Sky and Red Lodge Mountain are three of the top ski resorts in the state.
- **World-Renowned Snowmobile Areas:** Cooke City, West Yellowstone, Crazy Mountains area, Gallatin River Corridor.
- **Nordic Skiing:** Nordic Centers and many miles of groomed trails throughout the region.
- **Culture and History:** From Native Americans and dinosaurs to mining, ranching and mountain men, the region offers a very interesting and unique blend of history and culture.
- **Annual Events:** Unique local festivals, farmers markets, fairs, community rodeos, Independence Day celebrations and countless other events, including long-running events like the **Big Sky Music in the Mountains** or **Montana BBQ Cook-off in Absarokee**, and newer events such as the **Sweet Grass Fiber Fest in Big Timber**.
- **Outdoor Recreation:** A sampling, in addition to other well-known offerings like skiing and snowmobiling, includes wildlife viewing in and around Yellowstone National Park, water recreation (fishing, boating, rafting, kayaking, swimming), ice climbing, hiking, snowshoeing and soaking in one of the region's hot springs, including the newest one: **Yellowstone Hot Springs** at Corwin Springs. For those who may wish to experience the western way of life, there are working ranch vacations or the more traditional "dude" ranch experiences.
- **Destination Lodging and Meeting Facilities:** Several communities in the region have properties and facilities that can accommodate small to mid-size meetings and conventions. Bozeman and Big Sky also have full-service entities with the capacity to host larger groups.
- **Bozeman Yellowstone International Airport:** As the busiest airport in the state, BZN offers the most direct flights and easy access to the entire region.
- **Open Lands:** Yellowstone Country features public access to BLM lands, Forest Service land and national parks, all just a short distance from any point in the region.
- **Four Montana State Parks** provides recreation and culture/history: **Cooney Reservoir** is a premier outdoor/water recreation venue, and **Missouri River Headwaters** and **Madison Buffalo Jump** state parks are well known for both outdoor recreation and culture/history. **Greycliff Prairie Dog Town State Park** is unique and fun for family recreation. There are also camping and RV options located at or nearby the parks.

Dinosaur Trail-the trail has become a significant attraction across the state, and the Museum of the Rockies serves as an anchor facility on the trail.

CHALLENGES/OPPORTUNITIES

- Inclement Weather Conditions/Natural Disasters: Fire, floods, etc.
- Climate Change: Changes in climate affect recreational opportunities (such as fishing), the economy (tourism and related jobs) and our environment (wildlife and plant populations).
- Transportation Issues: Public transportation, seasonality of service.
- Economic Climate: Budget cuts.
- Infrastructure: As the number of visitors increases, infrastructure issues are a concern.
- Crowding/Overuse in YNP: Real or perceived.
- Seasonality: Weather, amenities/service availability and staffing all have an impact on the potential growth of shoulder seasons.
- Opportunity to market shoulder season activities to Montana residents, empty-nesters and singles.
- Ability to entice a younger demographic with endless recreation and rich culture.
- Increased air service opens new markets.
- Increasing diversity and frequency of international visitors who may not be familiar with the outdoors or related challenges such as weather, distance and access. Additionally, there may be language and currency barriers.

MONTANA BRAND PILLARS

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

- **SPECTACULAR, UNSPOILED NATURE** Yellowstone Country is anchored by two major iconic destinations: **Yellowstone National Park** and the **Beartooth All-American Road (BAAR)**. **Custer Gallatin National Forest**, **Absaroka-Beartooth and Lee Metcalf wilderness areas**, **BLM areas** and **city/county trail systems** are all within a short distance from population centers, so, one can be in any community in the region and truthfully say they are "surrounded by spectacular, unspoiled nature." YC is one region in the state that presents visitors both spectacular mountain vistas with panoramic valleys and sweeping, wide open plains just a short distance apart.
- **BREATHTAKING EXPERIENCES BY DAY, RELAXING HOSPITALITY AT NIGHT** As the Montana region that borders Yellowstone—America's first national park—there's something for both the adventurous and those who prefer the quiet side of the outdoors. Whether that includes hitting the ski slopes and trails, soaking in natural hot springs, camping in any season (and in any style of lodging), or exploring the great outdoors by hiking, mountain biking, snowmobiling or even dog-sledding, Yellowstone Country has it all.

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

Breweries and distilleries are popular, and YC is known as a great place to experience this "lifestyle" culture. Local eateries are always a top priority for visitors, and range from casual to fine dining, with cuisine available for any taste or dietary restriction/preference.

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

Describe your destination.

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

INSPIRATION: Campaign messaging and imagery are specifically designed to address the inspiration phase to targeted audience segments. By **leveraging YC's hashtags/taglines, #BoldlyGo and #BeyondYellowstone, the brand will continue to embody the spirit of visitors.** This messaging inspires visitors and potential visitors to view themselves, and their destination, through the lens of Montana's brand...free-spirited, adventurous, genuine and captivating.

Local events throughout the region also provide ample opportunities for creative, inspirational marketing.

Email communication to targeted audiences promotes specific opportunities at critical points throughout the year, allowing for relevant communication to reach the right people.

Social Media supports the Inspiration and Orientation phases, as we consistently engage consumers throughout a season or in relation to a specific community, event, attraction or activity. We utilize consistent blog posts to tell the stories of our culture, recreation, people and events and are seeing terrific engagement. Potential opportunities include: **Increased social video content; Snapchat filters; Instagram takeovers, stories and video; Pinterest pins; and Facebook Live videos.** Finally, we'll continue to use unique hashtags (#BeyondYellowstone #Yellowstonecountry and #BoldlyGoMT) to encourage organic discussions specific to the YC brand.

Perhaps most critical, though, is our continued partnership and alignment of internal and external resources. We partner with communities and CVBs to develop a comprehensive social media plan, lining up internal and external resources to create efficiencies and ROI.

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

The website creates a seamless experience for visitors, providing an itinerary builder to facilitate planning while simultaneously gathering information to help target future communications to users' interests.

The call center provides personalized assistance to people interested in (or currently visiting) Yellowstone Country. It also provides the opportunity to gather data about visitors and prospective visitors, which informs future planning.

The travel guide provides in-depth information on the entire region, spanning seasons, activities and events.

The scenic road map helps draw people from Yellowstone National Park into the surrounding areas, offering many possibilities for scenic drives in the region.

In addition, Yellowstone Country participates in national press events in key markets, providing a unique opportunity for orientation and facilitation. Targeted marketing campaigns in these markets, aligning with press events, encourage additional and continued conversation. Branded promotional items provide an opportunity to keep top-of-mind presence with attendees. Following press events, custom itineraries are crafted for select media members to visit the region and provide targeted coverage to their respective audiences.

Finally, YC funds 10 Visitor Information Centers throughout the region. VICs provide an opportunity for staff, who are ostensibly local brand ambassadors, to engage visitors during all three phases, helping to create positive visitor experiences.

Optional: Include attachments here

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

YC identified a core group of target audiences in FY 17 and have continued marketing to them in subsequent years, while also adding in new markets identified through evaluation of research data, campaign tracking, social media analysis, locations where there's new/increased air service to MT & media outreach.

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

TARGET MARKETS

In FY 20, primary geographic markets include:

Pennsylvania (*Philadelphia)
California (Los Angeles, *San Diego, *San Francisco, Orange County)
Illinois (*Chicago)
Oregon (*Portland)
Colorado (Denver)
Texas (*Dallas/Fort Worth, Houston)
Georgia (*Atlanta)
Minnesota (Minneapolis/St. Paul)
Washington (Seattle)
Utah (Salt Lake City)

Based on FY19 inquiries (including website inquiries, live chats and incoming calls)

Asterisk locations represent press event focus areas in FY17, FY18, FY19.

In FY 20, secondary geographic markets include:

Columbus, OH
Charlotte, NC
Saskatchewan, Canada
Alberta, Canada
British Columbia, Canada

These markets were identified based on FY19 inquiries (including website inquiries, live chats and incoming calls).

Key Demographic Markets for Yellowstone Country:

City dwellers (i.e., not rural, not suburban)
Affluent with a household income over \$50k
Well-educated
Married with children

These characteristics were identified based on Destination Analysts reporting.

Key Psychographic Markets for Yellowstone Country:

Social Class - middle to upper class (in terms of disposable income)
Lifestyle - active, outdoor-recreation oriented, frequent travelers
Opinions - interested, but primarily influenced by desire to experience things for themselves
Activities and Interests - outdoor activities, history and culture, foodies
Attitudes and Beliefs - environmentally conscious, adventurous spirits, like nature
Technology-savvy - using mobile devices in all stages of planning and travel

These characteristics were identified based on Destination Analysts reporting.

b. What are your emerging markets?

EMERGING AND NICHE MARKETS

In-State Residents

If budget allows, we will create in-state 'staycation' campaigns for Montanans, promoting the spring and fall shoulder seasons. Messaging will encourage locals to take advantage of Montana's beauty and adventure, all while escaping the crowds of peak seasons.

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

Western Ski Audiences

Direct marketing to skiers who frequent western ski resorts (i.e., Colorado and Utah), in addition to a continued presence in Dallas, Chicago, Atlanta and San Diego, promoting YC's accessibility and adventure.

History Audiences

Travelers are often natural history lovers, with a yearning to learn about the world, it's people, places, and cultures. History ties so much together, and with a guide along the way to help make connections, historical facts and stories have a greater emotional impact. **According to ITRR 2018 non-resident data, 17% of visitors to the region are visiting museums and 20% are visiting other historical sites. This represents a significant increase over previous years; this is an emerging and/or growing market for us.**

Motorcyclists

Motorcyclists are a growing niche market who provide ample opportunities for targeted messaging within the region, and potentially in partnerships with neighboring regions. Opportunities include itineraries and maps featuring unique and appealing roadways, targeted media buys and a combination of in-state (drive) and out-of-state (fly-ride) messages. **NOTE:** Re the recent ITRR study **Motorcycle Touring in Montana: A Market Analysis**, motorcyclists tend to ride scenic routes, eat/stay local and spend an average of \$110.00 p/day.

Snowmobilers

Snowmobiling continues to expand in popularity and attract new audiences. Between guided trips and the option to go sled on your own, there's something for everyone. Snowmobiling campaigns could be focused within the region, or potentially in partnership with other regions. Similar to the motorcycle audience, snowmobile campaigns could include itineraries, maps, targeted media buys and a combination of in-state (drive) and out-of-state (fly-ride) messages.

Birding Enthusiasts

Birding has become a valuable niche activity, and there are plenty of locations within the region, and in neighboring regions, that continue to draw this group. One potential way to capture this audience would be to create a map of birding locations, such as the Misouari Headwaters State Park) and events such as Bridger Bowl's Raptor Festival in October. Detailed information could be provided by break-out maps of specific locations within the larger map. This could be accomplished within region, or with partner regions, ideally expanding to a state-wide birding map over time.

Military Families

Military families and bases present a unique niche marketing opportunity as well. Due to the nature of their work, military families often travel at various times throughout the year (not necessarily restricted to standard summer and winter trips), and tend to take longer vacations in comparison to citizen families. In addition, bases often provide news and communication outlets unique to bases, providing targeted channels to reach this group. There is an opportunity to test this niche marketing with an in-state audience at the Malinstrom Base. Again, this could be a project within the region or with partnering regions.

Craft Beverage Enthusiasts

Craft beverage venues (breweries, distilleries, wineries, cideries) have a growing following, and are found frequently throughout Montana. A targeted campaign could be considered for a craft tour, for instance.

Foodies

Promoting the region's best restaurants to travelers who are interested in fine dining, unique dining experiences and Montana's hospitality.

Mountain Bikers

ITRR statistics show 85% of non-resident visitors to the region are coming for vacation/recreation/pleasure. Although not a large amount of those surveyed by ITRR identified mountain biking as one of the premier recreational opportunities, direct inquiries to YC and information from other entities such as Parkbike, Montana State Parks and the Southwest Montana Mountain Biking Association points to this being a growing segment for the region as there are substantial public lands and areas for this type of recreation.

Entertainment Seekers

If budget allows, we will capitalize on visitors who are coming to Montana for entertainment purposes (i.e., concerts, festivals, rodeos, etc.), encouraging them to extend their visit to include time exploring Yellowstone Country. As new venues, such as Bozeman's historic Rialto Theatre, continue to sprout up, additional audiences will be drawn to Yellowstone Country for entertainment.

Dark Skies/Astro-tourism

Growing in popularity, this type of activity allows visitors to extend their day activities into the twilight hours, and encourages disconnecting from technology. YC will seek to partner with the public & private sector to identify & promote existing opportunities to engage in activities & programs in this sector. NOTE-YC, SEMT, MRC, CMT & MOTBD are currently discussing partnership ideas for FY 20-TBD.

Western Culture Seekers

With a wide variety of ranch-style accommodations spanning from working dude ranches to five-star venues, there are ranches to suit every visitor's idea of the perfect western vacation. Similarly, outfitters provide hands on, genuine experiences in Yellowstone Country. With many visitors drawn to an authentic Montana experience, ranches and outfitters provide another means to reach a niche audience.

International Visitors

Downloadable PDFs of brochures, travel guides, unique landing pages, etc.

Urban Areas

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

Direct Flight Markets

Create awareness around direct flights and entice travelers to consider Yellowstone Country as their next destination.

The Bozeman Air Transportation Committee continues to work on bringing new and increased air service to the region through planning and marketing efforts. The committee is a public/private partnership between Yellowstone Country, Bozeman CVB, Big Sky CVB, Big Sky Resort, Yellowstone Club and the Gallatin Yellowstone International Airport. A recent report from BZN shows that to-date, 2019 is up 25% over the same2018 timeframe.

Current Direct Market Flights include:

- Atlanta
- Chicago
- Dallas/Fort Worth
- Denver
- Detroit
- Houston
- Las Vegas
- Los Angeles
- Minneapolis/St. Paul
- New York La Guardia
- Newark
- Phoenix
- Portland
- Salt Lake City
- San Francisco
- Seattle/Tacoma
- Long Beach

Optional: include attachments here.

c. What research supports your target marketing?

Destination Analysts, Inc. found the following in its 2016 Montana Brand Exploration Research:

"Montana is an aspirational destination, and effectively converting this aspiration to visitation should well benefit the state's tourism industry. When asked which of seventeen tested destinations they were likely to visit in the next five years, over one-in-five surveyed travelers selected Montana (21.0%). This level of interest in visiting Montana is notably greater than the rate of past visitation (21.0% vs. 13.8%), suggesting there exists considerable untapped demand."

"Of all American destination types, international travelers have the most enthusiasm for U.S. National Parks, presenting Montana's great potential for attracting international visitors."

"Family travelers are a natural fit with Montana's travel product, including that available in the eastern portion of the state. They are a large and lucrative segment. In the Montana Brand Exploration Survey, approximately one-third, 32.0 percent, of travelers reported having children under the age of 18 in their homes. Like high potential visitors, family travelers index high on outdoor psychographics, have high incomes and would expect to spend more and stay longer in the state than other travelers."

"History buffs are also clearly a high-value audience that fits Montana perfectly. They represent over one-third, 34.7 percent, of the overall population of the state's key target markets. History buffs score higher on the outdoor psychographic index, have higher incomes and would spend more and stay longer in Montana compared to travelers who are not history buffs. Again, this is a large and lucrative niche segment."

"Although retirees are an important current audience for Montana, they are a smaller, lower-value segment. This group represents approximately 15 percent of the overall population of the state's key target markets (14.7%). In an environment where limited funds are available to address marketing segments, retirees do not appear to represent a high-value segment. Using all of the data points used to evaluate the other niche segments, retirees are problematic. In short, they are less interested in outdoor experiences while traveling, less excited about Montana, have lower incomes and when reporting about their ideal trip to the state, appear to be less likely to be big spenders."

"The three core elements...from an analysis of the data collected in this research are (1) unique natural encounters without giving up modern comforts, (2) comfortable isolation that attracts free-spirited adventurers, (3) a place for entirely new experiences and a place for new ways of experiencing the familiar."

"Montana's beauty is seen as different from that of its competitors. Its landscapes were described as feeling bigger and more open. As product differentiation is central to developing an effective brand platform, this should be considered a central element of how travelers perceive the state."

ITRR 2018 non-resident study data shows the average length of stay for non-resident visitors to MT was 6.17 nights, with 71% of those in Yellowstone Country. 19% of groups included first-time visitors to the state, and 67% were repeat visitors. 69% of non-residents said their primary reason for visiting is vacation/recreation/pleasure.

According to ITRR's **Focus on Activities** report, visitors are interested in the very activities Yellowstone Country is promoting:

• Removing the typical "mass" tourism activities for each quarter (scenic driving, recreational shopping, attending a family event), niche activities emerged as a favorite and meaningful experience during travelers' Montana trips for each quarter. Day hiking, watching wildlife and nature photography were universal favorites for all four quarters. Additional niche activities per quarter were:

Q1: skiing/snowboarding, snowmobiling, visiting breweries, snowshoeing

Q2: Car/RV camping, visiting historic sites, visiting museums, visiting breweries

Q3: Car/RV camping, visiting historic sites, fishing/fly-fishing, visiting museums, visiting breweries

Q4: Limited data

The following 2018 ITRR data shows those activities visitors were participating in while in the Yellowstone Country region:

- 53% Scenic driving
- 47% Day hiking
- 45% Wildlife watching
- 38% Nature photography
- 29% Recreational shopping
- 26% Car / RV camping
- 20% Visiting other historical sites
- 17% Visiting museums
- 17% Visit local brewery
- 11% Skiing / snowboarding
- 11% Fishing / fly fishing
- 9% Visiting Lewis & Clark sites
- 9% Visit farmers market
- 9% Viewing art exhibits
- 8% Birding
- 7% Attending festivals or events
- 5% River rafting / floating
- 4% Visit local distillery, snowmobiling, visiting Indian reservations, horseback riding, dinosaur attractions, golfing, canoeing / kayaking
- 3% Bicycling, snowshoeing, cross-country skiing, motorcycle touring, attending performing arts

The **BZN airport** provided the following 2018 data (January 09, 2019):

v Bozeman Yellowstone International Airport (BZN) handled 1,342,290 passengers during 2018. This is an increase of 142,753 passengers (11.9%) compared to 2017 and is the ninth consecutive year of record-breaking passenger traffic. Annual passenger traffic has nearly doubled over the past 10 years and accounts for 30% of all airline passengers traveling to and from Montana.

Passenger totals in and out by airline brand in 2018 were:

- United Airlines – 482,631
- Delta Air Lines – 474,525
- Alaska Airlines – 175,541
- American Airlines – 112,593
- Allegiant Air – 64,665
- Frontier Airlines – 26,803
- JetBlue – 1,025
- Chartered Airline Flights – 4,507

Yellowstone Country provides staff funding for 10 VICs located throughout the region for the warm season Memorial Day – September. As a requirement of the funding, **VICs compile statistical information** including where visitors are from, how many in the party, primary/secondary reasons for travel to the area, types of activities they participate in, and events they plan to attend. Information provided by our VIC's continues to be a strong resource for identifying new geographic, demographic & psychographic target markets and crafting marketing strategy.

GOALS

1. Continue to raise awareness and build excitement about the "Yellowstone experience beyond the park" concept across all seasons.
2. Highlight the regional communities as unique destinations within the region.
3. Continue promoting Yellowstone Country's natural, cultural, heritage and recreational assets.
4. Continue working with local, regional & statewide partners to grow Montana's tourism economy.

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

YC is looking for additional opportunities to create co-ops impacting direct flight markets. For instance, Yellowstone Country has worked in cooperation with the air transportation committee (composed of airport representatives, local partners the region & CVBs) to implement marketing campaigns in targeted markets to increase air service.

For FY 20, we are considering the following MOTBD Joint Ventures:

- Sojern
- Trip Advisor
- OnTheSnow
- Visa/Visa
- Possibly Parents Magazine

YC continues to partner with MOTBD and other Regions/CVBs on the Montana Dinosaur Trail attraction, which data is showing, is growing in popularity with visitors. A recent grant from MOTBD (and matching funds from funding partners) has allowed for a rebuild of the trail website in 2018.

YC also participates in the Greater Yellowstone Region Mappguide brochure joint venture project, providing funding for brochure updates & reprint projects as necessary, and provides funds for the annual MOTBD accommodations guide print project. We will continue to participate in the JV's as we feel they provide value to a visitor experience in the region.

Optional: include attachment here.

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

YC will continue to foster partnerships with CVBs and other regions to allow for a greater impact of marketing efforts through social media, press trips, digital and print advertising and consumer collateral to promote tourism. In FY19, YC partnered with Glacier Country, Southeast Montana and Destination Missoula, as well as a number of in-region CVBs. We look forward to identifying additional opportunities inside—and outside—of our region in the future. For FY20, our focus will be to partner with other regions to promote common emerging and niche markets identified in this plan. In FY20, YC will participate in the TBEX Conference in Billings as a Gold Sponsor, a co-sponsorship will visit Big Sky and in hosting three post-farm tours for attendees. Communities and CVBs throughout the region will work with YC on the FAM trips.

For FY20, we are considering these Joint Ventures with other Regions/CVBs:

- Glacier Country (Digital)
- Destination Missoula (Digital)
- Southeast Montana (Print & Digital)
- Possibly other CVBs in Region

Building partnerships with organizations and businesses throughout the region (for both Joint Venture & cooperative projects) will also continue to be a major focus for Yellowstone Country. We expect to have many opportunities to combine marketing efforts to help leverage branding and budgets, within both the public and private sectors. One opportunity would be to provide cost sharing for smaller communities to access data and conduct surveys through ITRR.

Due to scales of economy, many of the seven regional CVBs wouldn't be able to participate in large-scale efforts without YC's partnership. Therefore, it is a primary goal to continue offering creative marketing partnerships with feasible costs to our regional CVBs.

Additionally, YC will continue to vet opportunities to partner with Montana State Parks to promote the four state parks in the region as both stand-alone destinations and as part of the "bigger" experience. Comparing the average state park visitor demographic profile to the YC visitor profile shows there is a strong similarity in these audiences.

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

YC offers cooperative opportunities for regional CVBs and businesses. We work to provide a greater impact and opportunity for underfunded entities to advertise nationally. This year, we offered annual, winter specific, and warm season specific co-ops, with great participation.

YC region co-ops that have been the most successful have been those that help communities raise awareness and/or promote local events & activities. YC has also partnered with other regions & CVBs and businesses for several press trips and video shoots throughout the region. We expect the most successful JV's for FY 19 to include:

- YC-GC: Glaciers to Geysers snowmobile (winter) & motorcycle (warm season) campaigns. Since the warm season motorcycle promotion campaign has just begun, we don't yet have enough data to speak to this part; however, based on direct inquiries on our website and to our call center, the winter season snowmobile promotion component was very successful. One of the best things about this campaign is that all areas of the two regions is represented—the maps for both regions include even the smaller communities, which helps to raise community awareness.
- YC-SEMT: Although readership & distribution #'s for the SEMT travel guide are not yet available due to the guide just recently being available for distribution, YC's investment in the guide is projected to be very successful based on the increased awareness we will get for travelers in the southeast part of the state. We received 4 total pages of advertorial coverage in the guide, including the premier back cover. The investment package also included a leads package and digital & social media components.
- Trip Advisor JV's have given the entire region a strong presence on this venue, with the intention of continued growth and development as this platform becomes utilized to an even greater degree. As of 3/31/19, Bozeman CVB's CTR of 0.45% is well above the industry benchmark, additionally, Gardiner, West Yellowstone & Red Lodge's CTR's to-date are also exceeding benchmarks. Impression estimates for the full year were 518,000, so the 1,169,112 impressions the JV placement has garnered to-date is showing this is a very successful campaign.

Although these are cooperative & not JV's (because they include non-bed tax partners), these regional placements have also been very successful to-date in FY 19:

- Print: Partnerships with CVBs (Bozeman, Big Sky, West Yellowstone) and private partners (Bridger Bowl, Sage Lodge, etc.) in premier travel publications such as Master Skier Cross Country Journal, Powder Magazine, Ski Magazine, Texas Monthly & San Diego Magazine means we are reaching a combined circulation of over one million. Inquiries to-date show we are definitely meeting the awareness needs for these target audiences.
- Publicity: Partnering with the regional communities to showcase what they have to offer is key, even if there is not a CVB, we work with the local chamber & business organizations to get travel journalists & influencers out in the communities. Even very small towns such as Fiahtal & Emigrant have worked with YC to host writers & help tell their respective stories to the traveling public.

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	Ad/IT Attachment	
Consumer	Online/Digital Advertising	<p>The strategy for digital (and all media placement) is the following:</p> <ol style="list-style-type: none"> 1. Setting a Goal - determining who we are targeting & the desired outcome 2. Creating an Effective Message - awareness, interest, desire, and action 3. Call to Action - drive traffic to the website, social media channels, etc. 4. Monitor & Measure - analysis of the placement's effectiveness <p>Digital advertising promotes awareness of outdoor recreation, spectacular nature and charming small towns in Montana's Yellowstone Country region. The primary seasonal focus is winter, followed by warm & shoulder seasons. The campaign includes a national focus, as well as placement in regional drive markets to push seasonal travel and metro areas with direct flights.</p>	<p>According to researchers at Marketing Land (marketingland.com), these are the key reasons for why DMOs should invest in digital advertising:</p> <ol style="list-style-type: none"> 1. Digital Advertising Drives ROI 2. Digital Advertising Enhances The Effectiveness Of Non-Digital Media Channels 3. Digital Advertising Is Effective Across The Entire Customer Journey 4. Digital Advertising Drives Word-of-Mouth At Scale 5. Digital Creative Drives Interaction & Life Brands 6. Digital Advertising Is More Efficient Than Traditional Media 7. Digital Advertising Is Essential To Reaching An Audience 8. Digital Advertising Is Even More Effective Than We Know 	<p>For all marketing efforts, the entire "journey" through the visitation phases will be analyzed: acquisition (what are we doing to attract the visitor - advertising message, behavior (what direction does the messaging take them) and retention (what was the impact to the region). Since the main call to action will be to drive audiences to the website, we will use the following metrics for digital campaigns:</p> <ol style="list-style-type: none"> 1. Estimated Impressions v. Actual Impressions 2. Clicks 3. Click Through Rate (CTR) 4. Cost Per 1,000 Impressions (CPM) 5. Cost Per Click (CPC) 	<p>Digital marketing not only has the ability to produce a high ROI, it helps enhance other forms or marketing. Studies have found that digital advertising helps drive perceptions, raises brand awareness and can have as narrowwide a reach as marketers want. For YC, our digital marketing strategy is to reach a very targeted audience based on a specific activity, and then executed in conjunction with social media, print and broadcast media efforts. Our focus will be on the primary, secondary & emerging/new target markets identified in the plan narrative.</p>	\$400,000.00	<p>Yes, we met our objective. Digital advertising continues to be the most flexible option in a COVID-19 world and allowed for YC to cancel, pause and stop some plans when travel was suspended across the country. Despite a limited number of digital campaigns through the second half of the fiscal year, this method was successful on a cost-basis again as it has been in years past. This method will be continued.</p> <ol style="list-style-type: none"> 1. Estimated Impressions v. Actual Impressions Our FY20 digital plan delivered 63,236,793 impressions above 43,330,132 estimated impressions for just under 20MM added-value impressions. This included the cancellation of multiple campaigns planned for the warm season and the pausing of one campaign in mid-March. FY19 included 65,672,102 impressions with over 48,605,300 estimated impressions for just over 17MM added-value impressions. Despite having to limit our plans from March - June, we increased our added-value impressions and nearly met the FY19 total of delivered impressions. 2. Clicks The FY20 digital plan delivered 313,490 clicks, up from 250,383 in FY19. Despite less total impressions between the two fiscal years, we were able to increase our total clicks despite limiting digital media from March - June. 3. Click Through Rate (CTR) We were able to deliver a 0.50% click through rate in our FY20 plan, well outpacing a benchmark CTR of 0.06%. This is also an increase from FY19 in which our plan delivered a CTR of 0.38%. 4. Cost Per 1,000 Impressions (CPM) We were also able to decrease our CPM number from \$8.48 in FY19 to \$7.68 during FY20. 5. Cost Per Click (CPC) We were also able to decrease our CPC number from \$2.22 in FY19 to \$1.55 during FY20 which is well under our goal of \$4.00 per click. 	Digital Performance Report FY20	YCM FY20 Media Performance FINAL.pdf
		<p>The strategy for print advertising is to place highly targeted advertorial and/or display content in key publications that reach a specific audience. Examples: Skiing, snowmobiling, lifestyle publications.</p> <p>Advantages of print media advertising:</p> <p>Specific Target Audience:</p> <p>In print media, the advantage of catering to specific target audience opens up countless opportunities for reaching the audience. There is a greater efficiency in resources, as ads reach the target audience.</p> <p>Loyal Readerships:</p> <p>In the print media industry, readership is mostly longstanding and loyal.</p> <p>Special Ad Positioning:</p>			<p>Print advertising provides an opportunity to really "showcase" brand/destination awareness.</p> <p>The primary objective for print advertising is to raise</p>		<p>Yes, we met our objective. This marketing strategy and method was successful. We will continue to use this method, because the results show it is still a viable source of advertising for certain targeted audiences.</p> <p>A large amount of our overall print advertising fell into the joint venture budget line item, as these included ads in another region/CVB travel guide or the combination of partners in cooperative spreads. The vast majority of our print spending included similar cooperative spreads as well, these just included private partners in addition to public partners.</p> <p>For the print advertising line item, our placements included:</p> <p>Midwest Living Cross Country Skier - two issues - Cooperative among public & private partners. Powder Magazine - one issue - Cooperative among public & private partners. Ski Magazine - two issues - Cooperative among public & private partners. Texas Monthly - one issue - Cooperative among public & private partners. Big Sky Watcher's Digest - one issue</p> <p>Print ads are attached below in file name "FY20 Print Scans".</p> <p>Website Visitation:</p> <p>In FY20, the Yellowstone Country website (www.skityellowstonecountry.com) exceeded our goal of 525,000 unique visitors with a final total of 575,441 unique visitors. That is up from our FY19 total of 422,125 visitors and our FY18 total of 297,987 visitors. That is an increase of 153,316 visitors from FY19 to FY20.</p>		

<p>Consumer</p> <p>Print Advertising</p>	<p>A major advantage in magazine advertising is that an advertiser can request special ad positioning, bringing greater visibility to the brand.</p> <p>Credibility: Over a period of years, magazines create a vast pool of loyal readers who feel safe in its very credible environment.</p> <p>Long Life Span: Compared to websites or national newspapers, magazines enjoy the longest life span. Some magazines (like Geo) are treasured across decades.</p> <p>High Reach Prospective: Another advantage is that magazines have a high reach prospective. Magazines pass from family, friends, colleagues, etc.</p> <p>Glossy Ads: These are usually trend setting and eye catching. Maximum visibility is obtained through magazine advertising.</p>	<p>Print advertising is an especially viable method when there is advertising content that provides the opportunity for either in-depth messaging tailored for a niche audience, or more generalist messaging for mass media.</p> <p>http://www.contentmanagementsoftware.net/benefits_of_advertising_through_print_media.htm</p> <p>http://www.marketingprofs.com/articles/2014/24084/print-marketing-will-thrive-in-2014-and-beyond</p>	<p>brand awareness. To measure success, we will be looking at overall metrics such as website visitation, social media engagement, call center activity - requests for additional information.</p> <p>and/or state.</p> <p>Reinforcing the brand message by "reconnecting" with return visitors to show that there are always more, or different, experiences to be had on our return visits.</p>	<p>\$30,000.00</p>	<p>Social Media Engagement: Engagement across our social channels increased 45% year over year. Our followings also increased, with the largest growth coming from Instagram, increasing from 1200 followers to 10,300 followers in FY20.</p> <p>Travel Guide Requests: Travel guide shipments were down in FY20, but we attribute that decrease to the COVID-19 pandemic as many people were less inclined to look to travel and our advertising slowed towards the end of the fiscal year. Call center requests/fulfillments:</p> <table border="1"> <thead> <tr> <th>Account #</th> <th>Permit / Pub</th> <th>CRID</th> <th>PO of Permit</th> <th>PO of Mailing</th> <th>Date</th> <th>Pieces</th> <th>Mailing Agent</th> </tr> </thead> <tbody> <tr> <td>2781965P1 406</td> <td>2236084M</td> <td>MISSOULA MT</td> <td>MISSOULA MT</td> <td>MISSOULA MT</td> <td>6/24/20</td> <td>263</td> <td>WINDFALL INC. 516 S ORANGE ST MISSOULAMT 59801-59801</td> </tr> <tr> <td>2781965P1 406</td> <td>2236084M</td> <td>MISSOULA MT</td> <td>MISSOULA MT</td> <td>MISSOULA MT</td> <td>5/18/20</td> <td>408</td> <td>WINDFALL INC. 516 S ORANGE ST MISSOULAMT 59801-59801</td> </tr> <tr> <td>2781965P1 406</td> <td>2236084M</td> <td>MISSOULA MT</td> <td>MISSOULA MT</td> <td>MISSOULA MT</td> <td>3/24/20</td> <td>710</td> <td>WINDFALL INC. 516 S ORANGE ST MISSOULAMT 59801-59801</td> </tr> <tr> <td>2781965P1 406</td> <td>2236084M</td> <td>MISSOULA MT</td> <td>MISSOULA MT</td> <td>MISSOULA MT</td> <td>2/21/20</td> <td>210</td> <td>WINDFALL INC. 516 S ORANGE ST MISSOULAMT 59801-59801</td> </tr> <tr> <td>2781965P1 406</td> <td>2236084M</td> <td>MISSOULA MT</td> <td>MISSOULA MT</td> <td>MISSOULA MT</td> <td>2/5/20</td> <td>210</td> <td>WINDFALL INC. 516 S ORANGE ST MISSOULAMT 59801-59801</td> </tr> <tr> <td>2781965P1 406</td> <td>2236084M</td> <td>MISSOULA MT</td> <td>MISSOULA MT</td> <td>MISSOULA MT</td> <td>1/9/20</td> <td>357</td> <td>WINDFALL INC. 516 S ORANGE ST MISSOULAMT 59801-59801</td> </tr> <tr> <td>2781965P1 406</td> <td>2236084M</td> <td>MISSOULA MT</td> <td>MISSOULA MT</td> <td>MISSOULA MT</td> <td>12/4/19</td> <td>241</td> <td>WINDFALL INC. 516 S ORANGE ST MISSOULAMT 59801-59801</td> </tr> <tr> <td>2781965P1 406</td> <td>2236084M</td> <td>MISSOULA MT</td> <td>MISSOULA MT</td> <td>MISSOULA MT</td> <td>9/24/19</td> <td>210</td> <td>WINDFALL INC. 516 S ORANGE ST MISSOULAMT 59801-59801</td> </tr> <tr> <td>2781965P1 406</td> <td>2236084M</td> <td>MISSOULA MT</td> <td>MISSOULA MT</td> <td>MISSOULA MT</td> <td>8/20/19</td> <td>300</td> <td>WINDFALL INC. 516 S ORANGE ST MISSOULAMT 59801-59801</td> </tr> <tr> <td>2781965P1 406</td> <td>2236084M</td> <td>MISSOULA MT</td> <td>MISSOULA MT</td> <td>MISSOULA MT</td> <td>8/9/19</td> <td>226</td> <td>WINDFALL INC. 516 S ORANGE ST MISSOULAMT 59801-59801</td> </tr> <tr> <td>2781965P1 406</td> <td>2236084M</td> <td>MISSOULA MT</td> <td>MISSOULA MT</td> <td>MISSOULA MT</td> <td>7/23/19</td> <td>209</td> <td>WINDFALL INC. 516 S ORANGE ST MISSOULAMT 59801-59801</td> </tr> </tbody> </table> <p>3344</p>	Account #	Permit / Pub	CRID	PO of Permit	PO of Mailing	Date	Pieces	Mailing Agent	2781965P1 406	2236084M	MISSOULA MT	MISSOULA MT	MISSOULA MT	6/24/20	263	WINDFALL INC. 516 S ORANGE ST MISSOULAMT 59801-59801	2781965P1 406	2236084M	MISSOULA MT	MISSOULA MT	MISSOULA MT	5/18/20	408	WINDFALL INC. 516 S ORANGE ST MISSOULAMT 59801-59801	2781965P1 406	2236084M	MISSOULA MT	MISSOULA MT	MISSOULA MT	3/24/20	710	WINDFALL INC. 516 S ORANGE ST MISSOULAMT 59801-59801	2781965P1 406	2236084M	MISSOULA MT	MISSOULA MT	MISSOULA MT	2/21/20	210	WINDFALL INC. 516 S ORANGE ST MISSOULAMT 59801-59801	2781965P1 406	2236084M	MISSOULA MT	MISSOULA MT	MISSOULA MT	2/5/20	210	WINDFALL INC. 516 S ORANGE ST MISSOULAMT 59801-59801	2781965P1 406	2236084M	MISSOULA MT	MISSOULA MT	MISSOULA MT	1/9/20	357	WINDFALL INC. 516 S ORANGE ST MISSOULAMT 59801-59801	2781965P1 406	2236084M	MISSOULA MT	MISSOULA MT	MISSOULA MT	12/4/19	241	WINDFALL INC. 516 S ORANGE ST MISSOULAMT 59801-59801	2781965P1 406	2236084M	MISSOULA MT	MISSOULA MT	MISSOULA MT	9/24/19	210	WINDFALL INC. 516 S ORANGE ST MISSOULAMT 59801-59801	2781965P1 406	2236084M	MISSOULA MT	MISSOULA MT	MISSOULA MT	8/20/19	300	WINDFALL INC. 516 S ORANGE ST MISSOULAMT 59801-59801	2781965P1 406	2236084M	MISSOULA MT	MISSOULA MT	MISSOULA MT	8/9/19	226	WINDFALL INC. 516 S ORANGE ST MISSOULAMT 59801-59801	2781965P1 406	2236084M	MISSOULA MT	MISSOULA MT	MISSOULA MT	7/23/19	209	WINDFALL INC. 516 S ORANGE ST MISSOULAMT 59801-59801
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<p>Consumer</p> <p>Photo/Video Library</p>	<p>Using visual content across marketing methods provides an opportunity to help visitors conceptualize the type of experience they can have, and help them differentiate Yellowstone Country from other DMAs.</p> <p>Great imagery and video content helps to build brand awareness, as people are more apt to share information that includes these elements. The FY20 emphasis was on obtaining imagery/video to enhance media campaigns through an integrated approach to use the following guidelines for all about content:</p> <ol style="list-style-type: none"> High quality beauty images & videos that depict what makes the region so spectacular Engaging imagery that shows the audience possible experiences: dining, recreation, arts & culture, etc. Leveraging visual content for SEO purposes 	<p>http://www.steamfeed.com/visual-content-will-rule-digital-marketing-2014/</p> <p>https://www.thinkwithgoogle.com/articles/youtube-insights-stats-data-trends-v010.html</p> <p>http://blog.hubspot.com/blog/hub/6307/bd/3342319-Reasons-You-Should-Include-Visual-Content-in-Your-Marketing-Data-sets</p> <p>https://blog.hubspot.com/marketing/visual-content-marketing-strategy</p>	<p>1. Reduction in leased, limited usage fees.</p> <p>2. Increase in "YC" "stock" videos & images that can be used broadly for both advertising and marketing.</p>	<p>\$20,000.00</p>	<p>Yes, we met our objective. This marketing strategy and method was successful.</p> <p>1. Reduction in leased, limited usage fees.</p> <p>The majority of our photos and videos purchased and created included unlimited rights for Yellowstone Country.</p> <p>2. Increase in "YC" "stock" videos & images that can be used broadly for both advertising and marketing.</p> <p>Our FY20 plan included targeted photos and videos of some of our emerging and niche markets:</p> <p>Scenic Drives & Motorcycling were featured in our photo/video shoot on the Beartooth Highway. Hot Springs and fall shoulder season travel were featured in our photo/video shoot at Chico Hot Springs. Family travel and winter recreation were featured during our winter shoot at Big Sky Resort, Lone Mountain Ranch and West Yellowstone. All of these shoots included unlimited rights for both video and still photography that has been used in FY20 campaigns and FY21 campaigns.</p> <p>We included additional photo purchases as part of our travel guide production as well, and this is where we needed some specific images that did not make sense financially to purchase for extended periods as they were set to be used solely for travel guide development.</p> <p>Photos are on file at organization and photo purchase list is attached.</p>																																																																																																
<p>Consumer</p> <p>Website/Internet Development/updates</p>	<p>This segment encompasses multiple components of website work.</p> <ol style="list-style-type: none"> Continued development of features and offerings. The primary objective in FY19 was the continued development of a relatively new website. This included new updates in interactive messaging, blog creation, social media add-ons, pre-planned itineraries and access to paid earned media, among others. Content strategy. An ongoing focus is to continually build content to give visitors a reason to return. This content will live on the website as well as being pushed through paid and earned channels. Site management & maintenance. Website management and maintenance includes electronic database creation and maintenance, regular photo/video updating, website performance tools & reports, adding to media & content libraries, link review & changes, testing & troubleshooting, training & technology assistance, and interfacing with MTOT and other tourism related organizations. Future planning. Develop plans for future website components; functionality to ensure the website provides value to users over time. 	<p>https://www.thedigital.com/blog/update-your-website-regularly</p> <p>https://www.nextifywebdesign.com/update-website-content/</p> <p>https://seocheckup.com/articles/5-reasons-why-fresh-content-is-critical-for-your-website-and-seo</p> <p>https://www.itechnic.com/blog/why-content-is-the-most-important-thing-on-your-website/</p>	<p>1. Constituent feedback regarding website experience.</p> <p>2. Positive growth in unique and repeat visitors.</p> <p>3. Increased goal conversion (requests for further information)</p>	<p>\$50,000.00</p>	<p>Yes, we met our objective. This marketing strategy and method was successful. Yes, we will continue to use this method, because the analytic results show it is still a viable support resource for our marketing efforts.</p> <p>Our monthly task list for back-end updates (attached) and we included the following front-end updates to the Yellowstone Country site:</p> <ul style="list-style-type: none"> You Might Be Interested In - related keyword information feature for blogs Pre-Planned Itineraries Updated listings Updated messaging Social Stream moved to more prominent location Added email subscription link Added Content galleries <p>We included a few SEO-specific projects for FY20, including the creating of two ghost sites - GodM&T.com and GodMeM.com that are designed to target specific audiences and drive them to the Yellowstone Country site for additional information. We also included beefing up our website copy across all devices to help with keyword and SEO performance.</p> <p>We also continually updated our travel updates page to help with the dissemination of information during the COVID-19 pandemic and added a ticker to the home page directing people to that page.</p> <p>1. Constituent feedback regarding website experience. We used a Helix application to check loadings to see where clicks were coming from on our home page from desktop and mobile users.</p> <p>2. Positive growth in unique and repeat visitors.</p> <p>In FY20, the Yellowstone Country website (www.visityellowstonecountry.com) exceeded our goal of 525,000 unique visitors with a final total of 676,441 unique visitors. That is up from our FY19 total of 422,125 visitors and our FY18 total of 297,987 visitors. That is an increase of 153,316 visitors from FY19 to FY20.</p> <p>3. Increased goal conversions (requests for further information). FY20 Total Leads from Website guide requests: 3,344 FY19 Total Leads from Website guide requests: 4,632</p> <p>Overall travel guide requests were down in FY20, but we attribute that decrease to the COVID-19 pandemic as many people were less inclined to look to travel and our advertising slowed towards the end of the fiscal year.</p> <p>Home page screenshot attached below at "YC Home Page Screen Shot"</p>																																																																																																
<p>Consumer</p>	<p>Print Advertising</p>	<p>Print advertising is an especially viable method when there is advertising content that provides the opportunity for either in-depth messaging tailored for a niche audience, or more generalist messaging for mass media.</p> <p>http://www.contentmanagementsoftware.net/benefits_of_advertising_through_print_media.htm</p> <p>http://www.marketingprofs.com/articles/2014/24084/print-marketing-will-thrive-in-2014-and-beyond</p>	<p>brand awareness. To measure success, we will be looking at overall metrics such as website visitation, social media engagement, call center activity - requests for additional information.</p> <p>and/or state.</p> <p>Reinforcing the brand message by "reconnecting" with return visitors to show that there are always more, or different, experiences to be had on our return visits.</p>	<p>\$30,000.00</p>	<p>Yes, we met our objective and the method is successful. Yes, we will continue to use this method, because the results show it is still a viable source of advertising & allows for an introduction to potential visitors and is a tangible option they can hold in their hands. The primary goals for the travel guide are to raise awareness, provide inspiration and facilitate orientation to the region—we can make assumption that the distribution numbers being reported means the guide is reaching the hands of our intended target audiences, the potential first-time visitor, and/or repeat visitors.</p> <p>The .pdf document can be found here: https://www.visityellowstonecountry.com/assets/travel-guide.pdf and attached below at the file name "YC Travel Guide"</p> <p>Copies of the final product are on file at the organization.</p> <p>Yellowstone Country distributes guides through three channels: Direct fulfillment at the Windfall (AOR) Call Center, CTM Media Group (Minneapolis, Chicago, Philadelphia) and Certified Folders (West).</p> <p>Windfall Requests: Our requests were down in FY20, but we are attributing that downturn on the lack of travel and plans for travel from March - June 2020.</p> <p>Travel guide shipments were down in FY20, but we attribute that decrease 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<p>Consumer</p>	<p>Travel Guide</p>	<p>The YC travel planner is intended as a resource for all three trip planning phases: Inspiration, Orientation & Facilitation. In keeping with the Montana brand platform, the travel planner serves as an image rich, inspirational/motivational piece and the content aids in the orientation & facilitation phases. The objectives for the travel planner and/or road map is to provide inspiration to visit the region and to help guide visitors into surrounding communities. Success will be evaluated based on distribution numbers and VIC feedback.</p>	<p>A study by www.independenttravelcats.com found the following: Research Findings: Interestingly, while more people actually reported using the Internet for travel, guidebooks were still rated as the most influential source of information by the travelers. Top 5 Sources of Information Before Travel: <ul style="list-style-type: none"> Internet (55%) Friends/Relatives (24%) Travel guidebooks (17%) Newsletters/Magazines (10%) Travel agencies (5%) & Corporate/associates (5%) Top 5 Sources of Information During Travel: <ul style="list-style-type: none"> Travel guidebooks (75%) Personal experience (54%) Friends/relatives (32%) Internet (29%) Travel agencies (25%) </p>	<p>Based on the # of requests from visitors and reports from distributor (managers/travelers - Direct fulfillment at the Whetfall (ACR) Call Center, CTM Media Group (Bismarck), Chicago, Philadelphia) and Certified Folders (West).</p> <p>The FY20 regional travel guide will be a 2-year version and the content will be engaging & experiential experience focused-more of an activities guide that helps them decide the places to go based on what is in they want to do.</p>	<p>\$160,000.00</p>	<p>2019 September -1,100 2019 October -300 2019 November -400 2019 December -300 2020 January -300 2020 February -400 2020 March -400 2020 May -200 2020 June -100 Chicago - 5,000 2019 August -400 2019 September -300 2019 October -200 2019 November -300 2019 December -200 2020 January -400 2020 February -300 2020 March -400 2020 June -100 2020 July -200 Philadelphia- 12,000 2019 August -300 2019 September -200 2019 October -300 2019 November -100 2019 December -200 2020 January -200 2020 February -300 2020 July -100 2020 August -100</p> <p>CERTIFIED FOLDER DISPLAY</p> <table border="1"> <thead> <tr> <th>Received</th> <th>Remaining</th> </tr> </thead> <tbody> <tr> <td>Missoula 124,300</td> <td>54,400</td> </tr> <tr> <td>Bozgrade 20,400</td> <td>0</td> </tr> <tr> <td>Salt Lake 27,200</td> <td>1000</td> </tr> <tr> <td>Spokane 27,200</td> <td>0</td> </tr> <tr> <td>Seattle 6800</td> <td>680</td> </tr> <tr> <td>Pocatello 6800</td> <td>1500</td> </tr> <tr> <td>Total 212,700</td> <td>67,680</td> </tr> </tbody> </table>	Received	Remaining	Missoula 124,300	54,400	Bozgrade 20,400	0	Salt Lake 27,200	1000	Spokane 27,200	0	Seattle 6800	680	Pocatello 6800	1500	Total 212,700	67,680	<p>FY20 Travel Guide.xlsx</p>
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<p>Consumer</p>	<p>Joint Ventures</p>	<p>Joint Venture marketing projects will be identified & implemented for specific target geographic & demographic markets and may include analysis of the following: television, video, print, internet, radio and display advertising. This result includes cooperative advertising programs with MTO/IB & other Region/CVBs as applicable and/or as funds allow. As with all VC marketing, the Joint Venture projects VC participates in will be specific to promoting outdoor activities/recreational experiences.</p>	<p>See supporting research in digital and print advertising sections above.</p> <p>Yellowstone Country measures success (from a top-level view) by taking into account the additional marketing reach for the region due to the investment of Joint Venture dollars.</p> <p>In addition, each Joint Venture can be tracked and monitored with media performance reports, making it easy to identify direct impact.</p> <p>Specific Joint Venture projects will be measured according to the specific method, print will be measured by media performance metrics (distribution quantities, number of impressions delivered and/or reader ship numbers). Airport promotion will be measured by increase in airport flight/cancellations and related metrics. Printed material projects will be measured by a combination of requests and distribution counts. Digital projects will be measured by digital performance metrics.</p>	<p>As with all advertising, Joint Ventures can be evaluated based on performance reports.</p> <p>Our focus will be on the primary, secondary & emerging/new target markets identified in the plan narrative.</p> <p>Planned JVs for FY 20 include (but not limited to):</p> <ul style="list-style-type: none"> MOTBD JV opportunities YCCVB regional winter & warm season media placements, publicity events, social media partnerships Partnerships with other Region/CVBs could include Dark Skies/Star-tourism, MT Dinosaur Trail promotion, YC-CC Glaciers to Gayle's promotions, TBEX 	<p>\$300,000.00</p>	<p>Yes, we met our objective. This marketing strategy and method was successful. We will continue to use the joint venture strategy because it continues to be a great way for regions and CVBs to work together to increase spending capabilities for all involved.</p> <p>JV Montana Dinosaur Trail brochure reprint: VC participates in this JV with four regions and MOTBD. Our objective is to drive visitors to the trail, keeping them in each region and the state longer. Our strategy is to support the statewide tourism product and the entities along the trail by providing funding to periodically update & reprint the trail brochure for distribution, the following report was provided by the Coordinator. We feel we met our objective, and this is a successful method and partnership for us. We will continue to participate in this Joint Venture, and will continue to evaluate it annually.</p> <p>2020 Montana Dinosaur Trail Update December 4, 2020</p> <p>Montana Office of Tourism has distributed 23,323 Montana Dinosaur Trail Brochures to visitor requests between February 3, 2020 and November 10, 2020. This represents about 21% of the 2019 reprint of the brochure funded by the tourism regions and the Trails federal and state agency partners. Just over 101,000 brochures remained in the MOTBD inventory at the beginning of Nov.</p> <p>Reprint 312 brochures have been sent out with the 312 online Trail Passport sales made through the Trail's website from Jan 1, 2020 through Dec. 4, 2020. https://info.mtota.org</p> <p>So far this year, 27 people have completed visiting each of the Trail's 14 facilities and getting their Passport stamped at each stop. Each has received a Montana Dinosaur Trail T-shirt. One-third of those completing their passports were from out-of-state. Although the number of Trail completions this year is just less than last year's record of 56, it is right in the ballpark with the Passport Programs first 6 years (2007-2012) and slightly less than the completions in 2013-2017.</p> <p>The five facilities whose seasons ended after Labor Day, reported 2020 visitation declines ranging from 27% to 75% due to shortened seasons and lower travel due to COVID-19.</p> <p>JV Montana Accommodations Guide: This JV method with MOTBD is to produce/print a guide of all lodging properties by region (listed with the state) that can be used by lodging properties, VICs, chambers, etc. The objective is to produce one statewide guide that helps eliminate the need for each region & CVB to put the local listings in their respective guide, and we feel this object is met. The cost to each partner is based on the number of listings in the region. VC has found this to be a very successful strategy for reducing the size & content of our regional guide, reducing production costs, and eliminating redundancy. We will continue to use this method.</p> <p>JV Bozeman CVBYC Airline Marketing: VC participates in the JV with the Bozeman CVB to meet the required marketing commitment by airlines to bring new/expanded/air service into Bozeman Yellowstone International Airport.</p> <p>VC's objective for participating in this partnership is to increase air service options for travelers in-bound to the region. The side benefit is the increased travel options for resident travelers. We measure success by the # of new direct flights, increases in capacity for existing flights, flights that increase from seasonal to daily service, etc. We feel this method is very successful-BZN continues to be the busiest airport in the state, and despite the pandemic, was still able to implement new service this year because of these type of partnerships. We will definitely continue to use this method, and will evaluate on a yearly basis.</p> <p>As the managing partner for this JV, Bozeman CVB provided the following results:</p> <ul style="list-style-type: none"> Arrival numbers if FY20 were strong during the winter season. We saw a more consistent trend that started earlier in the winter with a less significant drop off after the holidays. We still peaked during the holidays but stayed stronger in January and February. It appeared we were achieving our goal of expanding visitation during the winter season. Airline arrivals were skewed based on COVID-19. However, despite limited travel, airlines continue to offer new service amidst the pandemic, signaling that travel trends will recover and our marketing efforts are successful. New flights include: <ul style="list-style-type: none"> New daily year-round service to Los Angeles (LAX) <p>Alaska</p> <p>Allegiant</p> <ul style="list-style-type: none"> New twice weekly service to Nashville <p>American</p> <ul style="list-style-type: none"> Increased Outback, Worth service Extended season Chicago O'Hare Service New daily non-stop service to Charlotte <p>Delta</p> <ul style="list-style-type: none"> Service to Atlanta increased to daily for the winter season <p>JetBlue</p> <ul style="list-style-type: none"> Three times weekly service to Los Angeles (LAX) - Year round 3-times weekly service to New York/JFK - winter season, then resuming daily May 1, weekly service to Boston - winter season, then resuming May 1 Twice weekly service to Fort Lauderdale - Christmas/New Year's holiday period <p>Media Joint Ventures:</p> <p>Digital: Trip Advisor was a MOTBD-sponsored Joint Venture Yellowstone Country participated in during FY20. We also offered it as a cooperative for in-region CVBs. It was the highest spend VC placed on any media, and the results were good, although the price continues to be more each year despite a weakening product. The Trip Advisor JV was successful in that it accounted for just shy of 5MM impressions, a 0.74% CTR and 17,000-plus clicks, but with a very high CPM and CPC, VC will not be continuing with this product at the current price point.</p> <p>Sojourn and OnTheSnow were additional MOTBD-sponsored Joint Ventures that Yellowstone Country participated in. Sojourn continues to be one of the best digital travel offerings at the price point available. OnTheSnow is a great option for VC to specifically promote its ski resorts despite a higher price point than other digital offerings.</p> <p>Yes, we will continue this joint venture. All digital reporting can be found in the Consumer Advertising - Digital section labeled FY20 Performance Report. Examples can be found attached above in the file name "FY20 Digital".</p> <p>Print:</p> <p>We also included a Warm Season Print Cooperative that included Bozeman CVB, Big Sky CVB, Gardiner CVB and Red Lodge CVB to form another joint venture. This JV included media buys in Northwest Travel, Midwest Living and Sunset Magazine. This allowed our in-region partners to be able to be included in a two-page spread when normally the cost of which would price those partners out of that market. They also included leads and readers service for those partners.</p> <p>Yes, we will continue this joint venture. Print tear sheets can be found at the attachment in the Consumer Advertising - Print section named "FY20 Print Scans".</p> <p>Travel Guides:</p> <p>Yellowstone Country participated in the travel guides of Glacier Country, Destination Missoula, Southeast Montana, West Yellowstone CVB and Red Lodge CVB. The Glacier Country, Destination Missoula and Southeast Montana partnerships included some digital features as well. The Glacier: Yes, we will continue this joint venture. Print scans can be found at the attachment named "FY20 Print Scans" in the Consumer Advertising - Print section.</p> <p>Glaciers to Gayle's milled media campaign:</p> <p>The Glaciers to Gayle's campaign continued in FY20 and was named the Tourism Campaign of the Year at the 2020 Governor's Conference and Awards. We included a winter campaign with emphasis on nordic skiing, mixed winter activities and downhill skiing. We also included an update and reprint of 20,000 snowmobile guides and print and digital media. The warm season campaign included an emphasis on museum focused itineraries as well as continued distribution of the current motorcycle guides. We planned to include distribution of those guides during the BMW Rally in Great Falls but that event was postponed until 2021.</p> <p>Yes, we will continue this joint venture. Examples are on file with the organization.</p>	<p>Print Only FY20.xlsx</p>																
<p></p>	<p></p>	<p>Yellowstone Country will reprint to expandable scenic road map to help promote</p>	<p></p>	<p>The map will serve as a call to action in our advertising campaigns, and will also encourage people to call or visit our website for more information. This will build our</p>	<p></p>	<p>Yes, we met our objective. This marketing strategy and method was successful. We will continue to use this strategy as the Scenic Road map is a terrific way to highlight one of our region's best offerings as well as serving as a tangible orientation piece that arrives with the travel guide. Maps are dispersed to VICs and CVBs upon request and are included with the YC Travel Guide to make a "Vacation Packet" so each request receives both documents.</p> <p>All of the below routes are include and include promotion of rural communities along the routes.</p> <p>Additional tool for visitors</p> <p>Highlight scenic drives</p> <p>Beartooth Highway</p>	<p></p>																

<p>Consumer</p>	<p>Printed Material</p>	<p>Travel outside Yellowstone National Park and into the communities within the region. The map is joined with the Yellowstone County Travel Guide to form a Travel Packet and mailed out to those that have requested it.</p> <p>The strategy behind the map is to provide a visual, cost-effective print piece for distribution. It is not meant to replace the regional travel guide, but as a cost-effective alternative, YC will be able to move to a bi-annual travel guide, thereby reducing the cost of that publication significantly.</p>	<p>Yellowstone County's agency (Windfall) conducted and gathered research from local and regional CVTs and VICs to see which travel collateral pieces were requested and picked up most frequently. They also surveyed the top interests of callers.</p> <p>Visitor FAQ</p> <ul style="list-style-type: none"> Directional: How do I get to the park? How far is it to the park? Activity based: What is there to do outside the park? What are some communities outside the park? Where are the hiking/biking/ATV trails? Where can I get cell service or Wi-Fi? <p>How are visitors using the guide?</p> <ul style="list-style-type: none"> Anything Yellowstone? Love smaller maps that are easier to carry with around. 	<p>Map requests will be carefully monitored by our agency and printed center to determine which marketing efforts work best to promote the map. CVTs and VIC pickup rates and restoring requests will also be monitored to measure success for the project. Print counts will be tracked and reported.</p> <p>Inquiry database for future marketing communications.</p> <p>GOALS</p> <ul style="list-style-type: none"> Additional tool for visitors Highlight scenic drives Beartooth Highway Paradise Valley Scenic Loop Gallatin Canyon Yellowstone National Park Lake Loop Absarokee Loop <p>Highlight off the beaten path communities, attractions, State Parks, trails, recreation areas and more.</p> <p>Inspirational content and photos</p>	<p>\$35,000.00</p>	<p>Paradise Valley Scenic Loop Gallatin Canyon Yellowstone National Park Lake Loop Absarokee Loop</p> <p>Highlight off the beaten path communities, attractions, State Parks, trails, recreation areas and more.</p> <p>Inspirational content and photos</p> <p>Call Center Information: FY20 Total Leads from Website guide requests: 3,344 FY19 Total Leads from Website guide requests: 4,632</p> <p>FY20 Scenic Road Map found here: https://www.visityellowstonecountry.com/assets/scenic-road-map.pdf and attached in the additional attachments below.</p> <p>See attached printed production counts report.</p> <p>Copies of printed materials are on file at the organization.</p>	<p>FY20MapReport.xlsx</p>																																																																																																																																																																																																																																																																																																
<p>Consumer</p>	<p>Electronic Adv - Newsletter, E-blast</p>	<p>Direct marketing campaigns will be highly targeted and integrated. Email marketing will allow YC to build relationships by providing the right information at the right time directly to people who already have made a connection to the region. We will use informative content & great imagery for inspiration, and to depict an experience.</p>	<p>https://blog.buuffapp.com/8-effective-email-strategies-backed-by-research</p> <p>https://www.forbes.com/sites/stevelevinson/2014/09/26/email-marketing-most-effective-mobile-marketing-official/#23249ec03c08</p> <p>https://www.inco.com/peter-coeletter/study-shows-email-marketing-still-popular-and-effective-with-millennials.html</p> <p>https://www.campaignmonitor.com/resources/guides/email-marketing-new-rules/</p>	<p>YC will use structure of the following KPIs to analyze & measure the success of direct email campaigns:</p> <ol style="list-style-type: none"> Click Rate Conversion Rate Unique Open Rate Unsubscribe Rate Bounces Site Traffic <p>Email is effective because it's permission based. The people on our email list have opted in to receive messages. Email marketing makes sense because it's usable on multiple devices and we can include social media, online video and other marketing elements all within one content, rich marketing message. Our focus will be on the primary, secondary & emerging/new target markets identified in the plan narrative.</p>	<p>\$25,000.00</p>	<p>Yes, we met our objective. Yes, we will continue to use this method, as digital/electronic outreach is still a vital supporting piece for our marketing efforts.</p> <p>We outlined the following measures of success for FY20. While our numbers are not outstanding at any front, we believe email marketing to still be an integral part of an overall marketing campaign. We have adjusted our audience segmentation, topics and writing style to try to increase our numbers in FY21.</p> <p>Examples are on file with the organization and please see attached file titled "FY20 Email" for electronic copies.</p> <ol style="list-style-type: none"> Click Rate Our click rate during FY20 fell below the industry standard of 1.7% at 0.3%. We have looked at adjusting our template to help enhance this rate in FY21. Conversion Rate Our conversion rate is 2.88% which is above the industry standard of 2.35%. Unique Open Rate The industry average for Open Rate is 14.5% while FY20 campaigns averaged 14.0% over 22 email blasts. Of our 716,965 successful deliveries there were 100,862 unique opens to reach that number. Unsubscribe Rate Our unsubscribe rate for FY20 sat at 28% on 716,965 deliveries over the course of the fiscal year which is an improvement from FY19 which was 38%. The numbers continued to fluctuate based on inflations of new leads from different cooperatives and readers services, as we will always have an uptick in unsubscribers after adding more people to the contact list. Bounces FY20 saw a total of 3,516 bounces on 720,502 recipients for a bounce rate of 0.49% which was a marked improvement from FY19 which saw 10,343 total bounces on 701,428 total recipients for a bounce rate of 1.47%. Site Traffic In FY20, the Yellowstone County website (www.visityellowstonecountry.com) exceeded our goal of 525,000 unique visitors with a final total of 575,441 unique visitors. That is up from our FY19 total of 422,125 visitors and our FY18 total of 297,987 visitors. That is an increase of 153,316 visitors from FY19 to FY20. <table border="1"> <thead> <tr> <th>Title</th> <th>Date</th> <th>Opened</th> <th>Open Rate</th> <th>Clicked</th> <th>CTR</th> <th>Bounced</th> <th>Bounce Rate</th> <th>Unsubscribed</th> <th>Unsubscribe Rate</th> <th>Successful Deliveries</th> <th>Total Sent</th> </tr> </thead> <tbody> <tr> <td>Beyond Yellowstone: Sweet Grass County</td> <td>5/1/20</td> <td>4721</td> <td>15.1</td> <td>88</td> <td>0.3</td> <td>214</td> <td>0.68133376</td> <td>69</td> <td>0.221189293</td> <td>31195</td> <td>31409</td> </tr> <tr> <td>Beyond Yellowstone: Park County</td> <td>4/29/20</td> <td>4852</td> <td>15.5</td> <td>180</td> <td>0.6</td> <td>231</td> <td>0.731623222</td> <td>67</td> <td>0.213825238</td> <td>31334</td> <td>31565</td> </tr> <tr> <td>Welcome to Montana's Yellowstone Country</td> <td>4/16/20</td> <td>5243</td> <td>16.7</td> <td>97</td> <td>0.3</td> <td>226</td> <td>0.712511265</td> <td>106</td> <td>0.336775218</td> <td>31475</td> 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<p>Marketing Support</p>	<p>Administration</p>	<p>The objective for use of this budget is to use the allowable 20% of the overall budget as efficiently & effectively as possible, yet still maintain a quality operation. The strategy to achieve the objective is to minimize fixed costs, utilize "best buys" when acquiring necessary assets and to prioritize costs based on a "needs" versus "wants" basis.</p>	<p>https://smallbusiness.chron.com/examples-budget-justifications-2023.html</p> <p>https://freesearch.stanford.edu/training/carnegie-cumtium-level-2/proposal-and-budget-preparation-1120/proposal-and-budget-preparation-create-budget/justification</p>	<p>The objective for Administration budget is to spend funds appropriately and efficiently for managing the organization's operations. Per statute, the maximum allowed for the Administration method is no 20% of the total lodging tax receipts. Success will be determined by the total spend in the Administration method: if it is 20% or less, we will consider the method successful.</p> <p>YC strives to use less than the allowable 20% for Administration, thereby allocating more funds to the marketing endeavors, and less to operations management. Success will be measured by evaluating our ability to minimize operation costs enough that we don't use the full 20%.</p>	<p>\$200,263.00</p>	<p>The Administrative budget is the operations budget that allows us to pay wages, buy equipment & conduct business as an organization.</p> <p>Yes, we met our objective of successfully running the corporate operations of the organization. Our strategy was to use the minimal amount of our funding necessary to meet our administrative functions of following all relevant requirements for bookkeeping, tracking & reporting of expenditures related to operations. We will continue to use this method as the management tool, as we feel that keeping our administrative budget between 10-15% of the allowable 20% of our overall budget is very effective, and shows we are successfully managing our strategy.</p> <p>We were successful in meeting our overall objective of staying within the allowable 20% for the Administration budget. We will continue to use this marketing method.</p>																																																																																																																																																																																																																																																																																																	
<p>Marketing Support</p>	<p>Opportunity Marketing</p>	<p>Good information exists that supports a business maintaining an Opportunity and/or Crisis Fund budget-Being prepared for the unexpected makes good business sense.</p> <p>https://www.ycopa.com/how-to-prepare-for-the-unexpected-crisis-fund-budgeting-decision-making-process</p> <p>https://finance.yahoo.com/news/why-opportunity-fund-141838751.html</p>	<p>OPPORTUNITY marketing projects will be identified & implemented for specific target psychographic, geographic & demographic markets. This method includes:</p> <p>cooperative marketing ventures with private and/or public goals, objectives & strategies identified in YC's marketing plan.</p>	<p>All YC's Opportunity projects will be evaluated against the following statements:</p> <ol style="list-style-type: none"> Plan for the unexpected. An Opportunity project will be exactly that-unexpected, new, unforeseen at the beginning of the year. Viable projects. Opportunity projects must support the marketing goals & objectives, and must support & integrate with all our marketing efforts. Prove the value. Each Opportunity project will have specific measurable objectives to measure against. <p>Reasons for setting aside Opportunity funds for a business are pretty much the same as one does it for personal finance-to have the capital to invest in something unforeseen that helps achieve goals & objectives. YC's OPPORTUNITY budget is intended to be a reserve of funds so as to be able to take advantage of opportunities & those that come up during the course of the year. YC does not wish to tie up a large sum of money at the beginning of the year for the "unknown", so we allocate a small budget, then look to increase the budget should viable projects present themselves. Our focus will be on the primary, secondary & emerging/new target markets identified in the plan narrative.</p>	<p>\$1,000.00</p>	<p>Yes, we met our objective of successfully running the corporate operations of the organization. Our strategy was to use the minimal amount of our funding necessary to meet our administrative functions of following all relevant requirements for bookkeeping, tracking & reporting of expenditures related to operations. We will continue to use this method as the management tool, as we feel that keeping our administrative budget between 10-15% of the allowable 20% of our overall budget is very effective, and shows we are successfully managing our strategy.</p> <p>We were successful in meeting our overall objective of staying within the allowable 20% for the Administration budget. We will continue to use this marketing method.</p> <p>Our objective is to be able to react immediately in the ever-changing marketing world and the strategy to do that is to set aside funds for the unforeseen, unexpected projects that crop up during the year. So, YES, we met our objective. However, there is no success to measure, as we did not implement any projects/campaigns using these budget funds. We will continue to include this method in our annual marketing plan, as it is a viable way for us to be able to assess opportunities as they arise.</p>																																																																																																																																																																																																																																																																																																	
						<p>Yes, the method was successful and we will continue to use it in future campaigns. We attribute the reduction in both leads generated due to the stoppage of media buys in the spring due to the COVID-19 pandemic.</p> <p>FY20 Ad Code Reports are attached. FY20 Leads Generated: 28,088 FY19 Leads Generated: 40,473 FY20 Total Leads from Website guide requests: 3,344 FY19 Total Leads from Website guide requests: 4,632</p> <p>FAQ's can be found here: https://docs.google.com/spreadsheets/d/1OG3Eh1d72eDWTy_GwZn-Cj8K9ARl8z79dQw9o2o/edit</p> <p>Travel Guide Requests:</p> <p>Travel guide shipments were down in FY20, but we attribute that decrease to the COVID-19 pandemic as many people were less inclined to look to travel and our advertising slowed towards the end of the fiscal year.</p> <table border="1"> <thead> <tr> <th>Account #</th> <th>Permit / Pub</th> <th>CRD</th> <th>PO of Mailing</th> <th>PO of Mailing</th> <th>Date</th> <th>Pieces</th> <th>Mailing Agent</th> </tr> </thead> <tbody> <tr> <td>2781965PI 406</td> <td></td> <td>22360848</td> <td>MISSOULA MT</td> <td>MISSOULA MT</td> <td>6/24/20</td> <td>263</td> <td>WINDFALL INC. 516 S ORANGE ST MISSOULAMT 58001-58001</td> </tr> <tr> <td>2781965PI 406</td> <td></td> <td>22360848</td> <td>MISSOULA MT</td> <td>MISSOULA MT</td> <td>5/18/20</td> <td>408</td> <td>WINDFALL INC. 516 S ORANGE ST MISSOULAMT 58001-58001</td> </tr> <tr> <td>2781965PI 406</td> <td></td> <td>22360848</td> <td>MISSOULA MT</td> <td>MISSOULA MT</td> <td>3/24/20</td> <td>710</td> <td>WINDFALL INC. 516 S ORANGE ST MISSOULAMT 58001-58001</td> </tr> <tr> <td>2781965PI 406</td> <td></td> <td>22360848</td> <td>MISSOULA MT</td> <td>MISSOULA MT</td> <td>2/21/20</td> <td>210</td> <td>WINDFALL INC. 516 S ORANGE ST MISSOULAMT 58001-58001</td> </tr> <tr> <td>2781965PI 406</td> <td></td> <td>22360848</td> <td>MISSOULA MT</td> <td>MISSOULA MT</td> <td>2/5/20</td> <td>210</td> <td>WINDFALL INC. 516 S ORANGE ST MISSOULAMT 58001-58001</td> </tr> </tbody> </table>	Account #	Permit / Pub	CRD	PO of Mailing	PO of Mailing	Date	Pieces	Mailing Agent	2781965PI 406		22360848	MISSOULA MT	MISSOULA MT	6/24/20	263	WINDFALL INC. 516 S ORANGE ST MISSOULAMT 58001-58001	2781965PI 406		22360848	MISSOULA MT	MISSOULA MT	5/18/20	408	WINDFALL INC. 516 S ORANGE ST MISSOULAMT 58001-58001	2781965PI 406		22360848	MISSOULA MT	MISSOULA MT	3/24/20	710	WINDFALL INC. 516 S ORANGE ST MISSOULAMT 58001-58001	2781965PI 406		22360848	MISSOULA MT	MISSOULA MT	2/21/20	210	WINDFALL INC. 516 S ORANGE ST MISSOULAMT 58001-58001	2781965PI 406		22360848	MISSOULA MT	MISSOULA MT	2/5/20	210	WINDFALL INC. 516 S ORANGE ST MISSOULAMT 58001-58001																																																																																																																																																																																																																																																	
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	<p>Fulfillment/Telemarketing/Call Center</p>	<p>This budget supports distribution of YC's printed materials to both resident and non-resident visitors, shipping, postage and the call center. As the primary means of distribution to both regional outlets and identified out-of-state hubs, YC contracts with Certified Folder Services and CTM to distribute travel planners and scenic maps. These facilities cover the YC travel planners & fulfill bulk order requests, and stock the planners in eligible rest areas and brochure racks.</p>	<p>In relation, Montana Office of Tourism in past research reporting of its own showed as high as 30% increase in visitation from travelers able to make contact with the call center or visitor information resources live or via live chat. The call center provides a time tested resource to receive inquiries and visitor/campaign results opportunities and manage that information into global campaign research on effectiveness but also future adjustments to the brand, marketing campaigns, advertising creative, public relations, and much more.</p> <p>The call center is an integral service piece to the overall marketing program YCM and has allowed for significant improvement in reporting, fulfillment processing time, and capturing visitor data essential to helping build a successful marketing strategy for the region.</p>	<p>Distribution of the travel planner and map are tracked & analyzed. This includes distribution to out-of-state locations on Certified Folder routes and CTM routes, in-state rest areas, Yellowstone, the 10 regional VICs, local Chambers and an a fulfillment piece for direct inquiries to the call center, guest book sign-ups on the website and consumer advertising campaigns.</p>	<p>\$20,000.00</p>	<table border="1"> <tr> <td>2781965PI 406</td> <td>22360848MISSOULA MT</td> <td>MISSOULA MT</td> <td>1/9/20</td> <td>357WINDFALL INC. 516 S ORANGE ST MISSOULAMT 59801-59801</td> </tr> <tr> <td>2781965PI 406</td> <td>22360848MISSOULA MT</td> <td>MISSOULA MT</td> <td>1/24/19</td> <td>241WINDFALL INC. 516 S ORANGE ST MISSOULAMT 59801-59801</td> </tr> <tr> <td>2781965PI 406</td> <td>22360848MISSOULA MT</td> <td>MISSOULA MT</td> <td>9/24/19</td> <td>210WINDFALL INC. 516 S ORANGE ST MISSOULAMT 59801-59801</td> </tr> <tr> <td>2781965PI 406</td> <td>22360848MISSOULA MT</td> <td>MISSOULA MT</td> <td>8/20/19</td> <td>300WINDFALL INC. 516 S ORANGE ST MISSOULAMT 59801-59801</td> </tr> <tr> <td>2781965PI 406</td> <td>22360848MISSOULA MT</td> <td>MISSOULA MT</td> <td>8/9/19</td> <td>226WINDFALL INC. 516 S ORANGE ST MISSOULAMT 59801-59801</td> </tr> <tr> <td>2781965PI 406</td> <td>22360848MISSOULA MT</td> <td>MISSOULA MT</td> <td>7/23/19</td> <td>209WINDFALL INC. 516 S ORANGE ST MISSOULAMT 59801-59801</td> </tr> </table> <p>3344</p>	2781965PI 406	22360848MISSOULA MT	MISSOULA MT	1/9/20	357WINDFALL INC. 516 S ORANGE ST MISSOULAMT 59801-59801	2781965PI 406	22360848MISSOULA MT	MISSOULA MT	1/24/19	241WINDFALL INC. 516 S ORANGE ST MISSOULAMT 59801-59801	2781965PI 406	22360848MISSOULA MT	MISSOULA MT	9/24/19	210WINDFALL INC. 516 S ORANGE ST MISSOULAMT 59801-59801	2781965PI 406	22360848MISSOULA MT	MISSOULA MT	8/20/19	300WINDFALL INC. 516 S ORANGE ST MISSOULAMT 59801-59801	2781965PI 406	22360848MISSOULA MT	MISSOULA MT	8/9/19	226WINDFALL INC. 516 S ORANGE ST MISSOULAMT 59801-59801	2781965PI 406	22360848MISSOULA MT	MISSOULA MT	7/23/19	209WINDFALL INC. 516 S ORANGE ST MISSOULAMT 59801-59801	<p>CTM Distribution:</p> <p>Minneapolis: 20,000</p> <p>2019 August -800</p> <p>2019 September -1,100</p> <p>2019 October -300</p> <p>2019 November -800</p> <p>2019 December -300</p> <p>2020 January -300</p> <p>2020 February -400</p> <p>2020 March -400</p> <p>2020 May -300</p> <p>2020 June -100</p> <p>Chicago - 5,000</p> <p>2019 August -400</p> <p>2019 September -300</p> <p>2019 October -200</p> <p>2019 November -300</p> <p>2019 December -200</p> <p>2020 January -400</p> <p>2020 February -300</p> <p>2020 March -400</p> <p>2020 June -100</p> <p>2020 July -200</p> <p>Philadelphia: 12,000</p> <p>2019 August -300</p> <p>2019 September -200</p> <p>2019 October -300</p> <p>2019 November -100</p> <p>2019 December -200</p> <p>2020 January -200</p> <p>2020 February -300</p> <p>2020 July -100</p> <p>2020 August -100</p> <p>CERTIFIED FOLDER DISPLAY Distribution</p> <table border="1"> <thead> <tr> <th>Received</th> <th>Remaining</th> </tr> </thead> <tbody> <tr> <td>Missoula 124,300</td> <td>54,400</td> </tr> <tr> <td>Belgrade 20,400</td> <td>0</td> </tr> <tr> <td>Salt Lake 27,200</td> <td>1000</td> </tr> <tr> <td>Spokane 27,200</td> <td>0</td> </tr> <tr> <td>Seattle 6800</td> <td>680</td> </tr> <tr> <td>Pocoletto 6800</td> <td>1500</td> </tr> <tr> <td>Total 212,700</td> <td>57,880</td> </tr> </tbody> </table>	Received	Remaining	Missoula 124,300	54,400	Belgrade 20,400	0	Salt Lake 27,200	1000	Spokane 27,200	0	Seattle 6800	680	Pocoletto 6800	1500	Total 212,700	57,880
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	<p>VIC Funding/Staffing/Signage</p>	<p>The strategy for funding VIC staffing includes utilizing local knowledge to help improve the visitor experience and having staff help increase awareness of the local community, region and state. The regional VICs are a vital component of YC's efforts to entice travelers to visit, stay longer and do more while in Montana. Although use of the Internet for trip planning is increasing, once on the ground, travelers want to have local knowledge and interaction to help them have the best experience possible. Funding VICs is a good investment since it allows us to provide a tangible benefit for visitors, as well as giving YCM an opportunity to leverage partnerships with the local chamber/commissioners.</p> <p>Having on-site, trained travel services is a vital support service, working in conjunction with our marketing campaigns to help showcase the multitude of events and properties in the regional communities.</p> <p>What Visitor Information Centers Can Provide:</p> <ul style="list-style-type: none"> Personal interaction and engagement with visitors Display Brochures, rack cards, guidebooks & other printed material Offer a Taste Community: What better way to sell your destination than one-on-one interaction with the traveler. Dining & Lodging information for visitors Crucial travel information such as road closures, fires, floods, etc. 	<p>The total # of visitors assisted during the FY 18 funding period (Memorial Day weekend-Labor Day 20) held steady over the same timeframe the previous year, serving 400,000+ visitors in the 10 regional VICs. Some VICs reported visitor increases, while two reported a decrease. The largest increases reported were at the Bozeman Airport, West Yellowstone & Livingston VICs.</p> <p>ITRR 2018 Non-resident data shows that of the 185 survey respondents who answered questions about using a VIC as an information, 100% said they utilized a VIC, and 20% said it was the most important info resource for them.</p> <p>https://aboutourism.wordpress.com/2018/08/11/tourist-information-centers-as-a-vital-component-for-providing-quality-visitors-services-the-cases-of-athens-cape-town-manchester/</p> <p>https://www.tandfonline.com/doi/abs/10.1080/10548400903356178</p> <p>https://iaifit.com/2015/03/23/rethinking-the-visitor-center-in-the-age-of-connected-traveler/</p>	<p>Visitor numbers and satisfaction are key performance/business metrics in helping determine each year if funding the VICs are a viable use of marketing dollars. Determine target geographic demographic markets. Primary objective for this program is to provide information services to the visitors both before and after arrival. VICs are a key component for all three phases of trip planning, especially the orientation & facilitation phases. A secondary objective is to obtain as much visitor information as possible for use in monitoring trends & changes in demographic/geographic/psychographic travel profiles that can be used to help guide marketing efforts.</p> <p>The VIC program is an integral part of YC's overall marketing effort & continues to be very successful. Visitor Information Centers are one of the most important communication channels with which to attract and educate travelers about the benefits of visiting the state. VICs provide key support for visitors to the region by offering a variety of services in the planning phases of travel and after they arrive at a destination. In addition to being an information source, travel counselors are necessarily an influencer- they can have an impact of travel plans from the beginning through to the actual trip experience.</p>	<p>\$120,000.00</p>	<p>No, due to the COVID-19 pandemic, we did not fully meet our objective this year. The region typically funds 10 eligible VICs for the warm season (Memorial Day weekend-Sept 30th). The Governor's mandated shutdown/quarantine restrictions were not lifted until June, which meant a number of the VICs were not able to open until weeks later than they normally would. Due to COVID and other unforeseen related circumstances, two VICs were unable to open at all for the funded period (Big Sky and Bozeman/Belgrade/BNZ). Once those VICs that were able to operate were open, the required travel restrictions & safety requirements also contributed to reduced in-person visitation in the centers, so the reported #'s were down drastically from the previous year. Overall, the decrease in reported 2020 VIC visitors was 70% less for the same time period as 2019. (2020=118,219 visitors, 2019=423,654 visitors)</p> <p>The VIC managers report that once travel started in the state, they had strong summer numbers; however, group sizes changed, instead of groups of 3-6 coming into the centers, only one person/representative came in, so only one was counted. A shorter season due to late openings and the fact that people were leaving COVID, we feel the strategy (and this method) are still viable and successful for us, and had the pandemic hit, we are very confident that we would have equaled or bettered our 2019 visitor #s, as our lodging partners had all reported their pre-bookings going into spring & summer were (prior to COVID) very strong. Every indication in our marketing data had shown we were on pace to have another very strong summer, so investing in our VICs and communities continues to be a good marketing strategy for us, so YES, we will continue to use this method.</p>	<p>VIC Completion Top 15 states Summary FY 20.doc</p>																																														
				<p>Cultural Tourism is form of tourism that allows tourists be immersed in local cultural related activities such as meals and festivities. It leads the destination in providing opportunity for authentic cultural exchange between</p>																																																	

<p>Marketing Support</p>	<p>Cultural Tourism</p>	<p>Research has shown that cultural tourists "tend to be older, better educated and earn more money than the traveling public as a whole" and "generally spend more money on holiday stay longer in a particular area and participate in more activities than other tourists. As part of our commitment to partners, YC's strategy for the Cultural Tourism grant program is to provide regional communities with financial & marketing support for cultural, sporting, business & heritage activities and/or lifestyle culture the community is promoting. The strategy is to work with these partners to develop & promote more "product" in communities that helps increase visitation, but also raises awareness of communities and/or events as a destination within the region & state.</p> <p>http://culturaltourism.thegossagency.com/cultural-tourism-whitepaper/</p> <p>According to the Travel Industry Association of America, roughly eighty percent of the 150,000,000 adults who travel more than fifty miles from their homes can be considered "cultural tourists." Thirty percent of adults state that specific arts or a cultural or heritage event influenced their choice of destination on their last trip. Cultural tourism and the interest in culture among travelers—particularly affluent, active, and frequent travelers—is on the rise.</p> <p>In FY 18, YC provided grants for six community events and/or cultural happenings/projects in the region. Each of the funded events reported increased attendance from the previous year. Additionally, each event was able to offer more for attendees to see & do at the event.</p> <p>https://www.gouessco.com/cultural-tourism-sustainable-development/</p> <p>http://www.westerncity.com/articles/how-arts-and-cultural-tourism-spur-economic-development</p>	<p>• Increase in attendance over previous year for each event</p> <p>• Expansion of the product/offerings—events continue to grow and have more to offer visitors</p> <p>• Increase social media engagement for the event, community and region; thereby helping to raise awareness</p>	<p>local and visitors. For destinations, it encourages local communities to embrace their culture and boost economic growth, developing culturally geared tourism programs, encourages destinations to celebrate and promote what distinguishes their communities for an authentic exchange between locals and visitors. Linking tourism with heritage culture, share it with more for local economies that promoting them separately. That's the core idea in cultural heritage tourism, save your heritage and your culture, share it with visitors, and reap the economic benefits of tourism. Additionally, promoting cultural assets in conjunction with other community opportunities shows potential visitors the wide spectrum of activities in the region, thereby encouraging doing more and staying longer.</p> <p>Economic benefits – Cultural Tourism can provide direct benefits to the business community, such as lodging, dining, shopping, etc. Visitors' expenditure generates income for the local community.</p> <p>Social benefits – Cultural Tourism can bring about a real sense of pride and identity to communities by showcasing distinct characteristics of ways of life, history and culture in an area.</p>	<p>\$30,000.00</p>	<p>Due to COVID-19, we did not fully meet our goals & objectives for this program. Re the objective of funding cultural tourism events/happenings around the region, our objectives are to increase product offering & attendance year over year (spurring economic development), thereby raising awareness. Typically, we are able to fund 5-6 events within our allocated \$30,000 budget each year. Because of the pandemic, in FY 20, all events, with the exception of two winter ones, had to be canceled. Where we partially met our objectives, and had a measure of success, is that we were able to help support last winter events: Red Lodge National Ski-jumping Races and Big Sky Ski-jumping Meet in the Snow Westwood. In relation to meeting our stated objectives, the event organizers reported the following:</p> <ul style="list-style-type: none"> Red Lodge Ski-jump—1650 spectators, and increase of 150 over previous year, despite the uncertainty of the pandemic situation looming. There were 127 competitor teams, 12 more than the previous year. In terms of expanding the offering, a rodeo clown was added for family entertainment. The event was advertised well in the Billings & Miles City markets, so organizers felt a large percentage of the attendees were from out of the Yellowstone Country region. Big Sky Ski-jump—This was the first year gate admissions were tracked, and attendance was over 2000 (1300 on Saturday, the main event day). Organizers felt there were many 1st time attendees due to assistance from local partners such as Yellowstone Club and Mountainright Basin helping to get the word out to their memberships about the event. There was also additional media advertising this year, which helped to garner interest in the Bozeman, Bill, Missoula & Billings markets. Expanded offering this year was vendors offering food & beverages. Organizers feel this 3rd annual event was by far the biggest yet, and sees great potential for subsequent years—they have many plans for more growth in the coming years as Big Sky continues to grow! <p>Despite the setback of the pandemic in 2020, YC feel this program is a very successful method for us, and we will continue to use it, evaluating and revising accordingly on an annual basis.</p>
<p>Marketing Support</p>	<p>Research</p>	<p>YC's research strategy is geared toward getting to know the visitor, drilling down to find out more about who is coming, why, when, where and what they are doing while they are here. The results of these measures will help YC to market itself better to visitors.</p> <p>Research projects will be focused on these outcomes:</p> <ul style="list-style-type: none"> Define the people who are the region's visitors Help define how best to advertise to the target market Help define our competitive edge <p>https://medium.com/@SizBeeSolution/5-reasons-why-market-research-is-crucial-for-your-business-c27773a2614</p> <p>https://business.hubspot.com/articles/why-is-marketing-research-important---cms-31193</p> <p>https://www.business.com/articles/why-research-important-for-marketing-professionals/</p> <p>https://blog.marketresearch.com/why-market-research-is-important-for-strategic-decision-making</p>	<p>Success will be measured on a project basis – completion of the research project and the resulting data/feedback that may be used for developing and/or revising both short-term & long-term marketing strategies.</p>	<p>Research is powerful business tool to understand people's behaviors and the cause and effect those behaviors have on travel decisions. Research brings another voice to the conversation—the target audience's—this is objective, free of organizational bias and can be used for planning and for evaluating purposes.</p>	<p>\$20,000.00</p>	<p>Yes, this method was successful. We met our objective and will continue to use research as a marketing strategy in the future.</p> <p>For FY20, we conducted a research survey to gather data/feedback on the perceived impact to travelers during the COVID-19 pandemic and gathered applicable information to that end. In total, we received over 2,300 responses between a web survey and telephone calls.</p> <p>Response data on attached file.</p>
<p>Marketing Support</p>	<p>Promotional Items</p>	<p>Create lasting awareness</p> <p>Research from the Promotional Products Association International (PPAI) in the USA shows that 82% of people remember the name and details associated with a specific promotional product. "A good promotional item should become an ongoing reminder of your brand, every day that it is used. Brand awareness & loyalty can result from the use of a promotional item, creating an immediate appreciation and gratitude that forges a positive link. By including your contact details on a product, new customers are also more likely to call you as you are at such an easy reach. It's a great long-term business card!"</p> <p>Five bits of wisdom for tradeshow and/or event promotional items/ giveaways:</p> <ol style="list-style-type: none"> 1. "Make sure your giveaway makes sense to your brand and isn't overused as a giveaway." —Jennifer Seyler 2. "Give them something YOU-branded that they will use after the show is over." —Paula LaBette/Seyler 3. "Smart, engaging, creative choices that engage the audience's imagination, trigger a memory, your brand promise, that are practical and useful within your industry are the best bets for effective 'giveaways.'" —Dave Poulos 4. "Choose something useful or practical that has the potential to be put into everyday use." —Jay Velz 5. "Be sure that what you select has a long shelf life and the quality is there, even if it means paying a little more." —Barbara Zanner <p>https://blog.promoproducts.com/show-event-attraction-promos-guide-to-custom-trade-show-giveaway/</p> <p>https://www.qualitygoproducts.com/blog/21-promotional-products-ideas/</p>	<p>The strategy used for deciding what and/or how much will be based on the following criteria for these items:</p> <ol style="list-style-type: none"> 1. Are they a good fit for the YC brand? 2. Are they functional? 3. Do they provide a "splash" factor? <p>Additionally, YC may produce event support materials such as signage, table covers, banners, etc. as needed.</p> <p>We will measure success based on the number of promotional items produced and distributed. We will consider the method successful when we produce functional, brand building promotional pieces and distribute them according to the overall marketing strategy.</p>	<p>Out of sight, out of mind— heavy event attendees with not only our advertising message, but good promotional products can effectively speak-head them to follow up and build a relationship with us. Using promotional items at media events & press trips will add personal value to YC's general marketing message.</p>	<p>\$5,000.00</p>	<p>Yes, we met our objective. This marketing strategy and method was successful.</p> <p>We purchased and distributed 500 promotional giveaway items as part of the party we sponsored at TBEX North America (social media influencers/bloggers conference held in Billings MT fall 2019). This included Yellowstone County gift bags which had Bequet Caramels (Made in MT) and Lapel Pins.</p> <p>See attached images</p>
<p>Publicity</p>	<p>Press Promotions/Media Outreach</p>	<p>Media Outreach & Press Events in key markets provide YC an opportunity to complement paid media campaigns in the same markets simultaneously. The strategy behind our press events is to engage directly targeted press to inform them about what the region has to offer by interacting in a conversational way. We will also use promotional giveaways to help keep brand awareness forefront following the event and encourage social media interaction during the actual events.</p> <p>Hosting media events is a relatively new endeavor for YC, and to date we've held events in Dallas, Chicago, San Diego, Atlanta, Philadelphia, San Francisco and Portland.</p> <p>The positive effect of media events has included an increased interest in our region from travel writers, an increase in inbound press trips, and an increase in social media and traditional media coverage. These events also help in identifying potential familiarization visitors from our event attendees.</p> <p>Paired with advertising campaigns in these targeted areas, press events have proven effective in increasing key markets.</p>	<p>By tracking media coverage following events, in addition to monitoring changes in web and call center inquiries following events (and associated media placements), YC can capture the overall effect of having a physical presence in key markets.</p>	<p>Given the press coverage to date paired with ongoing media relationships, YC feels media events as a brand treatment to raise brand awareness, promote direct flights (and simple connecting flights) into the region, and increase awareness of businesses & CVBs to promote specific activities and communities.</p>	<p>\$30,000.00</p>	<p>No, we did not meet our objective as we were forced to cancel our planned trips in the spring of 2020 due to COVID. However, we will continue to use this method because we find that taking our stories to the geographic markets we are penetrating is a good way to get in front of the travel media in each area.</p> <p>Although we were forced to cancel our planned events, planning for two of the events was well underway when COVID-19 restrictions & shutdowns were implemented. The costs incurred from the budget went the agency hours spent researching venues in Seattle and Nashville, vetting media invites, designing digital outreach & rotations for potential invites and making initial arrangements. Whatso did four some hard costs (airfare), however, rather than refunds, the airlines issued us credits to be used for future airfare when we are able to reschedule our events.</p> <p>Our goals were to raise awareness of the region as a destination, promote the direct flights (new service to Nashville, increased service to Seattle), and work with our regional partners (such as the ski resorts) to promote our vertical markets. The objectives to achieve and the goals were to host the events to show the big picture, then invite selected media from the event to then come to the region on a press trip to tell the specific stories their targeted audiences. We were unable to meet our objectives because of COVID; however, it should be noted that the objectives "kept the faith" and the Nashville flight was implemented, and the increase in Seattle air service will go as scheduled, albeit a few months later than planned.</p> <p>We feel this is still a viable method for us, and plan to reschedule both the Seattle and Nashville events for a later time.</p>
		<p>Social media marketing is no longer a novel part of a marketing mix, it is now a crucial piece of the overall strategy. Even-though social media is a heavily populated arena and staying ahead of the curve is essential.</p> <p>Experts from leading social media management companies agree that rebuilding trust in social media involves not just the quality of the content, but the context in which it is delivered. People are turning back to immediate friends, family and acquaintances for insights on brands they trust, therefore increasing engagement is paramount to our success.</p> <p>Looking at the top trends for 2019, we built our social media strategy based on:</p> <ul style="list-style-type: none"> • Building engagement through rich content in blog posts, emails and social media posts • Creating a Facebook group for Western Ski Enthusiasts 				

	<p>• Utilizing user generated content built around hashtags</p> <p>• Curated Instagram and Facebook stories for each community</p> <p>• Increased paid posts</p> <p>• Continued focus on video</p> <p>Build blog content. Continue to tell the stories of the people, places and adventures in Yellowstone Country. This content helps drive our organic traffic, which is currently 14.2% of our total website traffic, an increase of 145.5% over FY18. This content is pushed out via our social channels and to our email list. Email open rates are averaging 18.2%, versus the industry average of 14.60%, indicating our strategy is working.</p> <p>Create Facebook Groups. Building smaller audience groups around specific places and activities is becoming a necessary way to engage people with specific interests. Facebook groups also allow you to avoid algorithms, therefore making your content more relevant to the audience. Forming a group also creates demand; it is human nature to want to be part of a group of like-minded people.</p> <p>Focus on Curated Instagram and Facebook Stories. Stories are growing 15x faster than feed-based sharing. (Hootsuite, Social Media Trends, 2019). Our strategy is to use this method to highlight our communities by creating stories for each area, which can be saved in Highlights. Content will be a mix of original photos and video coupled with our user generated content campaign using the hashtag #BeyondYellowstone. This campaign encourages visitors to tag their photos along with their location and #Montana. A weekly giveaway of a Yellowstone Country Montana hat encourages people to engage with the hashtag, and we are providing small posters and business card size reminders for visitors, which chambers and visitor centers can use to help promote the campaign. The goal is to generate content showcasing personal, authentic experiences.</p> <p>Amplify Paid Posts. Watching organic content that performs well and re-purposing it into paid ads gives us the advantage of knowing we are speaking directly to what interests people. We currently do this with our blog posts, but by watching the trends, we can create more effective social ads based on proven interests.</p> <p>Continue Focus on Video. Through collaboration with board members, CVB directors and local businesses we will continue to send and share video content from around the area. To date in FY19, followers have viewed over 142K minutes of video on Facebook.</p>	<p>• Hootsuite annual report on the latest global trends in social media, 2019:</p> <ol style="list-style-type: none"> 1. Rebuilding trust: Brands get human as the circle of trust on social media tightens. ↗ 2. Storying social: Content teams adopt as stories offer new formats for sharing. ↗ 3. Closing the ads gap: More competition on paid social requires marketers to up their game. ↗ 4. Cracking the commerce code: Improved social shopping technologies finally fuel sales. ↗ 5. Messaging into the world: Customers demand better 1:1 social experiences. ↗ <p>• 5 Data-Backed Social Media Trends You Need to Know for 2019. https://buffer.com/resources/social-media-trends-2019</p> <p>• 14 Social Media Trends That Every Marketer Should Know About in 2019 https://www.forbes.com/sites/forbescommunicationscouncil/2019/02/07/14-social-media-trends-that-every-marketer-should-know-about-in-2019/#3a26307096</p> <p>• Stories are surpassing feed-sharing. Now what? Stories are growing 15X faster than feeds, so behavior must evolve. https://techcrunch.com/2019/05/02/stories-are-surpassing-feed-sharing-now-what/</p> <p>• 5 Social Media Marketing Trends That Will Dominate 2019 Social Media Today. https://www.socialmediatoday.com/news/5-social-media-marketing-trends-that-will-dominate-2019/543477/</p> <p>• 11 Game-Changing Social Media Trends to Watch for in 2019. https://socialmediatweaks.org/blog/2018/12/11-game-changing-social-media-trends-to-watch-for-in-2019/</p> <p>• 10 Social Media Trends to Watch in 2019. https://www.entrepreneur.com/article/324961</p> <p>• 7 social media trends to watch in 2019. Sprout Social. https://sproutsocial.com/insights/social-media-trends/</p>	<p>Increase in social media traffic to website by 20%.</p> <p>Continued growth and engagement in our social media following year over year. Our priority is engagement over a specific number of followers.</p> <p>Increase number of blog posts to 30 per year; 1/3 on outdoor recreation, 1/3 history and culture, 1/3 stories of the people, places and communities.</p> <p>Start a Facebook Group for Western Ski Audiences, build engagement by starting dialogues and encouraging members to contribute.</p> <p>Increase our paid social media posts based organic content that is performing well.</p> <p>In conjunction with our website goals, see positive growth in unique and repeat visitors.</p> <p>Increase email open rate to 20% from 18.21%. This is a steady, but reasonable growth rate on top of an already high average.</p>	<p>\$36,000.00</p>	<p>Yes, we met our objective and will continue using this strategy and method. Social media advertising continues to be one of the most flexible options in a COVID-19 world and allowed for YC to cancel, pause and stop some plans when travel was suspended across the country. Additionally, social media delivers the best bang for you buck in terms of CPM.</p> <p>GOAL: Increase in social media traffic to website by 20%.</p> <p>RESULT: Social media traffic to the website increased by 3.98% overall. However, our social media engagement dropped significantly from mid-March through June, causing us to miss our goal of increasing our traffic from social by 20%.</p> <p>GOAL: Continued growth and engagement in our social media following year over year. Our priority is engagement over a specific number of followers.</p> <p>RESULT: Engagement across our social channels increased 45% year over year. Our followings also increased, with the largest growth coming from Instagram, increasing from 1200 followers to 10,500 followers in FY20.</p> <p>GOAL: Increase number of blog posts to 30 per year; 1/3 on outdoor recreation, 1/3 history and culture, 1/3 stories of the people, places and communities.</p> <p>RESULT: Posted a total of 35 blog posts divided between outdoor recreation, history and culture and stories of people, places and communities. We received 48,117 visits to the website from Facebook, the majority being from the blog.</p> <p>GOAL: Start a Facebook Group for Western Ski Audiences, build engagement by starting dialogues and encouraging members to contribute.</p> <p>RESULT: In FY20 we started our first Facebook Group. In order to reach a more broad, diverse group of people, we created Wildlife Sightings in Montana's Yellowstone Country, instead of Western Ski Audiences. The group has 917 members and continues to grow.</p> <p>GOAL: Create Instagram and Facebook Stories for each community. Populate with both our own photos and videos as well as user generated content from visitors, CVB's, Chambers and other tourism partners.</p> <p>RESULT: Each of our main communities have a Highlight on our Instagram page. As stories publish, they are saved to the highlight. In FY20, this strategy worked well with our influencers, giving us the ability to add their stories to our own, successfully building our content.</p> <p>GOAL: Increase our paid social media posts based organic content that is performing well.</p> <p>RESULT: Our budget for paid social posts was \$10K for FY20. In FY19, we spent \$6,134.75, in FY20 the total spent was \$5,977.93. However, we stopped spending when COVID-19 hit, and did not resume for the remainder of the 4th quarter. Had we continued, we would have tracked according to the full budget.</p> <p>GOAL: In conjunction with our website goals, see positive growth in unique and repeat visitors.</p> <p>RESULT: Our budget for paid social posts was \$10K for FY20. In FY19, we spent \$6,134.75, in FY20 the total spent was \$5,977.93. However, we stopped spending when COVID-19 hit, and did not resume for the remainder of the 4th quarter. Had we continued, we would have tracked according to the full budget.</p> <p>GOAL: Increase email open rate to 20% from 18.21%. This is a steady, but reasonable growth rate on top of an already high average.</p> <p>RESULT: We did not achieve the desired 20% open rate. We have since modified our email strategy. In FY21 we moved to more frequent communication in a personalized format.</p> <p>Aside from the few months where our engagement and traffic dropped due to COVID-19, we continue to see growth in followers, engagement and website traffic. We are continuing with this strategy in FY21.</p> <p>Paid social results can be found at the end of the attached file.</p>	<p>YCM FY20 Media Performance FINAL.pdf</p>
	<p>Press Tips</p> <p>Following each outbound press event, YC evaluates attendees and reaches out to a select group to explore the region. Travel writers and social influencers are hosted on a variety of trips spanning from individual trips to group trips with custom itineraries and activities depending on each unique audience.</p>	<p>From our outbound press trips, we have hosted inbound journalists with arrangements, complimentary services & goods and regional guides, all able to re-visit the region. These journalists were on assignment or freelancing stories regarding outdoor recreation activities, which is the primary focus of YC marketing campaigns. These included: whitewater rafting, golfing, fishing, hiking, mountain biking, camping, bird watching, Nordic & alpine skiing, snowboarding, ice climbing, snowmobiling and wildlife viewing in Yellowstone National Park.</p> <p>We can measure success through publicity values, but also through the following:</p> <ul style="list-style-type: none"> • Did we reach the target audience? • Did it build awareness of this destination and/or specific activities? • Reach & social engagement <ul style="list-style-type: none"> • Quantity & quality of coverage • # of articles produced 	<p>The objective is to increase brand awareness through storytelling.</p> <p>Working with the media is an important way for Yellowstone Country to tell our story; it helps personalize the experience for visitors and supports consumer advertising campaigns. This is part of the inspiration phase, but also serves a purpose as part of the orientation phase.</p>	<p>\$40,000.00</p>	<p>Yes, we met our objective. Yes, we will continue to use this method. Hosting travel media is a viable way to reach our target audiences.</p> <p>In all, we brought in 8 total people:</p> <p>Seah Rickle - Trip with Husband Meagan Wilsen - TBEX Post Fam - Old Faithful Adventure (https://www.monnytravels.net) Nora Owen - TBEX Post Fam - Old Faithful Adventure (https://www.theprofessionaltho.com) Rob Taylor - TBEX Post Fam - Scenic Drives & Mountain Vibes (https://2traveldeads.com/) April Erhard - TBEX Post Fam - Scenic Drives & Mountain Vibes (https://aprilgetgliffy.com/) Karilyn Owen - TBEX Post Fam - Scenic Drives & Mountain Vibes (https://robobhome.com/) Jessica Elkhart - TBEX Post Fam (https://www.howstarehome.org/) Nora Rogusa - TBEX Post Fam (https://www.earthandadventure.com/) Bryanna Royal - TBEX Post Fam (https://www.crazyfamilyadventure.com/)</p> <p>Influencer itineraries, output and screenshots are attached here as file name "FY20 Influencers". Final product is kept on file at the organization.</p> <p>We can measure success through publicity values, but also through the following:</p> <ul style="list-style-type: none"> • Did we reach the target audience? • Did we reach our target audiences? We selected most of these writers primarily due to their heavy family-travel audiences, which we emerged as a target market for us. The other writers focused on adventure travel which is also an audience that pairs well with Yellowstone Country. • Did it build awareness of our destination and/or specific activity? <p>Yes, it built awareness of our destination.</p> <ul style="list-style-type: none"> • Reach & social engagement <ul style="list-style-type: none"> • Quantity & quality of coverage <p>Some writers were better than others (and have larger audiences) at reaching more people, due to the size of their following or generating better, more engaging content. Engagement across our social channels increased 45% in FY20 compared to FY19. Our followings also increased, with the largest growth coming from Instagram, increasing from 1200 followers to 10,500 followers in FY20. We placed a heavy emphasis on finding writers with a large Instagram following to help build our Instagram audience.</p> <p>The quality of coverage was targeted to writers with large Instagram followings which helped up grow our Instagram audience by 45% from FY19 to FY20.</p> <ul style="list-style-type: none"> • # of articles produced <p>The total number of articles produced was down from FY19, as most of our writers were on post-fam visits as opposed to individual trips which are more catered to their end goals of the trip and helps them create more content. We also shut down our inbound trip program through the second half of the fiscal year due to COVID-19. 10 articles were produced with much more social interaction as well.</p>	<p>FY20 Influencers.pdf</p>
				<p>\$1,708,263.00</p>		

Marketing Method Evaluation Attachments

- Attachment 1 FY20 Yellowstone Country Budget to Actual update pie chart.pdf
- Attachment 2 FY20FINALBudgetActualReport.xlsx
- Attachment 3 FY20 Digital (Some files didn't convert).pdf
- Attachment 4 YC Travel Guide.pdf
- Attachment 6 Scenic Road Map.pdf

Attachment 6

YC Home Page Screen Shot.png

Attachment 7

FY20 Web User Feedback.pdf

Attachment 8

Attachment 9

Attachment 10

Marketing Method Budget

Marketing Segment	Marketing Method	Bed tax funded budget	Non bed tax funded budget (optional)
Consumer	Print Advertising	\$140,000.00	\$0.00
Consumer	Online/Digital Advertising	\$400,000.00	\$0.00
Consumer	Photo/Video Library	\$68,000.00	\$0.00
Consumer	Travel Guide	\$180,000.00	\$0.00
Consumer	Website/Internet Development/Updates	\$100,000.00	\$0.00
Consumer	Printed Material	\$35,000.00	\$0.00
Consumer	Electronic Adv - Newsletter, E-blast	\$20,000.00	\$0.00
Consumer	Joint Ventures	\$507,546.00	\$0.00
		\$1,420,546.00	\$0.00
Marketing Support	Research	\$20,000.00	\$0.00
Marketing Support	Administration	\$208,294.00	\$0.00
Marketing Support	Fulfillment/Telemarketing/Call Center	\$86,000.00	\$0.00
Marketing Support	Opportunity Marketing	\$1,000.00	\$0.00
Marketing Support	VIC Funding/Staffing/Signage	\$120,000.00	\$0.00
Marketing Support	Cultural Tourism	\$50,000.00	\$0.00
Marketing Support	Promotional Items	\$5,000.00	\$0.00
		\$490,294.00	\$0.00
Publicity	Social Media	\$58,000.00	\$0.00
Publicity	Press Trips	\$23,000.00	\$0.00
Publicity	Press Promotions/Media Outreach	\$50,000.00	\$0.00
		\$131,000.00	\$0.00
		\$2,041,840.00	\$0.00

Miscellaneous Attachments

Description	File Name	File Size
FY 20 Budget Pie Chart	FY 20 Budget Pie Chart 5-1-19.xlsx	17 KB
FY 20 Budget Pie Chart	FY 20 Budget Pie Chart 5-1-19.xlsx	17 KB
FY 20 Budget vs Actual Report & Pie Chart	FY 20 FINAL Budget vs Actual Report and PIE CHART.xlsx	154 KB

Reg/CVB Required Documents

Description	File Name	File Size
FY 20 Required (signed) Documents	FY 20 signed docs.pdf	1.0 MB

