Grant Details

95522 - FY21 Region/CVB Marketing Plan

101288 - FY 21 Glacier Country Marketing Plan

DOC Office of Tourism

Grant Title: FY 21 Glacier Country Marketing Plan
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Glacier Country Regional Tourism Commission

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Comments Amendment Comments

Community & Brand Support

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

PREFACE

Glacier Country Regional Tourism Commission (Glacier Country Tourism) is responsible for promoting our eight county region and its 75+ communities as an attractive travel destination and enhancing its public image as a dynamic place to live and work for our ultimate customer, the residents of Montana. Through the impact of travel, we strengthen the economic position and provide opportunity for people in our communities.

The work we do is essential to the economic and social well-being of the communities we represent, driving direct economic impact through the visitor economy and fueling growth across the entire economic spectrum by creating familiarity of Western Montana, attracting decision makers, sustaining air service and improving the quality of life in the region. Destination promotion is a public good for the benefit and well-being of all; an essential investment no community can afford to abate without causing detriment to our community’s future economic and social well-being. Destination marketing is the fuel that starts the economic engine and keeps it running.

At time of plan submission, the COVID-19 global health crisis is still at high risk. This marketing plan provides us with the strong foundation we will use to respond, research, strategize, develop, implement, test, monitor and adjust based on the current state of the public health and safety of our communities and the residents and visitors who are our customers. Destination marketing will be critical in the Montana’s recovery from COVID-19.

COVID-19 Background

On January 30, 2020, the International Health Regulations Emergency Committee of the World Health Organization declared the outbreak a “public health emergency of international concern” (PHEIC). On January 31, 2020, Health and Human Services Secretary Alex M. Azar II declared a public health emergency (PHE) for the United States to aid the nation’s healthcare community in responding to COVID-19.
Status of COVID-19 in Montana

At the time of this marketing plan submission, visitors and residents are required to follow state directives limiting travel, human interaction and business. Montana public health agencies and the Governor’s Coronavirus Task Force are actively working to limit the spread of novel coronavirus in Montana. The Montana Department of Public Health and Human Services is closely monitoring this rapidly evolving public health situation and is updating its website daily.

Glacier Country Tourism Response

Glacier Country Tourism is monitoring the coronavirus (COVID-19) situation closely. Montana public health agencies, Centers for Disease Control and Prevention (CDC), U.S. Travel Association and many other trusted agencies and associations are providing regular updates regarding the current status and its impact on the travel and tourism industry. We are making every effort to help share current information about ongoing developments.

We are reviewing our current management and marketing efforts on a regular basis in order to be responsive to changes as well as prepare to assist our communities and industry.

ABOUT WESTERN MONTANA’S GLACIER COUNTRY

As our name implies, Glacier Country is home to the Crown of the Continent—Glacier National Park. Within the park, visitors can take in the tranquility of spring’s emergence, bask in gorgeous fall colors and wildlife watching, and explore miles of serene Nordic and snowshoe trails in winter. Anchoring the park is the Going-to-the-Sun Road. An engineering marvel and National Historic Landmark, the Going-to-the-Sun Road is a bucket list bicycle trip for spring visitors.

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

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

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

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

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

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

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

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

WHY THEY COME

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

More spectacular unspoiled nature than anywhere in the lower 48 states

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

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

- Art galleries
- Artisan tours and events
- Explorer trails: Lewis and Clark, David Thompson, John Mullan
- Historic “red buses” of GNP
- Historic sites
- Historic St. Mary’s Mission

Main-street businesses
- Museums
- Live music
- Railroad history
- Shared border with Canada
- Live theater
- Two American Indian reservations/native culture and history

Breathtaking experiences by day and relaxing hospitality at night
- American Indian reservations
- ATVing
- Biking and cycling
- Birding
- Boating
- Camping and RVing
- Destination learning
- Dog sledding
- Downhill skiing
- Festivals/music
- Fishing
- Golfing
- Hiking
- Historic sites
- Horseback riding
- Kayaking and canoeing
- Llama trekking
- Montana state parks
- Motorcycle touring
- Mountain biking
- Nordic skiing
- Pow wows
- Public art
- Rafting
- River surfing
- Rodeos
- Running events and competitions
- Scenic flights
- Skijoring
- Sleigh rides
- Snowmobiling
- Sportsman adventures
- Stand-up paddleboarding

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

Abundant lodging and camping (independent, brand and boutique)
- Bed-and-breakfasts
- Bicycle accommodations
- Boutique accommodations
- Cabins
- Camping/RV
- Chalets
- Condominiums
- Glamping
STRENGTHS

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

**Brand pillars (previously detailed)**

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

**Well-preserved cultural and heritage offerings**

- Museum of the Plains Indian (Browning)
- Conrad Mansion Museum (Kalispell)
- Going-to-the-Sun Road (Glacier National Park)
- Libby Dam (Libby)
- St. Mary Mission (Stevensville)
- Route of the Hiawatha (De Borgia)
- St. Ignatius Mission (St. Ignatius)
- Sanders County Historical Museum (Thompson Falls)
- Historical Museum of Fort Missoula (Missoula)

**Partnerships**

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

**Seasonality**

- The eight counties of our region see fluctuations in traveler numbers depending on the season and location.
- Overall, our region's high season is June through September. However, there is some variance among our eight-county region, and there are opportunities for growth throughout the 75+ communities in Glacier Country.

**Annual Glacier Country signature events**

- The Event at Rebecca Farm (Kalispell)
- Arts in the Park (Kalispell)
- Huckleberry Festival (Trout Creek)
- Cabin Fever Days (Martin City)
- Whitefish Winter Carnival and Skijoring World Championship (Whitefish)
- North American Indian Days (Browning)
- McIntosh Apple Day Festival (Hamilton)
- Missoula Marathon (Missoula)
- Rendezvous Days (Eureka)
- Flathead Cherry Festival (Polson)
- Montana Spartan Race (Bigfork)
- Great Northwest Oktoberfest (Whitefish)
- 4th of July Celebration (Bigfork)
- Arlee 4th of July Celebration and Pow Wow (Arlee)
- 4th at the Fort (Missoula)
- River City Roots Festival (Missoula)
- Big Sky Documentary Film Festival (Missoula)
- Under the Big Sky (Whitefish)

**RURAL CORRIDOR MARKETING PLAN**

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

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

In addition to our education, outreach and training, Glacier Country Tourism reports quarterly on our marketing efforts for each corridor and launched a rural grant match program in 2019.
Western Montana Rural Corridors:
- Tour 200: Dixon, Paradise, Plains, Thompson Falls, Trout Creek, Noxon, Heron, Hot Springs
- I-90 Corridor: Frenchtown, Huson, Alberton, Superior, St. Regis, De Borgia, Haugan, Saltlee
- Bitterroot Valley: Lolo, Florence, Stevensville, Victor, Corvallis, Hamilton, Darby, Conner, Sula
- Flathead Corridor: Arlee, Ravalli, St. Ignatius, Molt, Charlo, Ronan, Pablo, Polson, Big Arm, Elmo, Dayton, Proctor, Rollins, Lakeside, Somers
- Northwest Corridor: Marion, Kila, Libby, Troy, Yaak, Rexford, Eureka, Fortine, Trego, Stryker, Olney
- Seeley-Swan Corridor: Bigfork, Ferndale, Swan Lake, Condon, Seeley Lake
- Blackfoot Corridor: Bonner, Clinton, Greenough, Ovando
- East Glacier Corridor: Browning, Cut Bank, East Glacier Park
- Glacier National Park Surrounding Area: Babb, Columbia Falls, Coram, East Glacier Park, Essex, Hungry Horse, Martin City, Polebridge, St. Mary, West Glacier

OUTREACH PROGRAM

Glacier Country Tourism has implemented a Community Relations and Outreach Plan. As a regional tourism bureau covering an area the size of many states, brand marketing and partnership development has been the primary focus. Individual community involvement in these efforts has not always been strong, leaving much of the product identification up to the marketing team, organizational leadership, engaged partners and board of directors.

As awareness of the tourism industry grows, positive and negative perceptions of it also grow. Montana’s destination organizations, including Glacier Country Tourism, have mostly operated behind the scenes without telling our own story—sharing what we do, how we do it, why we do it and how well we have done.

This thoughtful community relations and outreach plan provides a strategy to reach a much broader audience to ensure the answers to these questions and many more are inclusive, thoughtful, accurate, trusted and empowering.

FILM PROMOTION PROGRAM

Film-induced tourism can affect travel decisions when potential tourists plan their upcoming holiday or visit to a destination. Films, documentaries, TV-productions and commercials inspire people to experience locations seen in the content screened, to explore new destinations.

Film tourism is an excellent vehicle for destination marketing and also creates opportunities for product and community entrepreneur development such as location tours or film heritage museums, to name but a few.

Glacier Country Tourism will use this method to explore opportunities where we can work directly with the Montana Film Office and other leading film production businesses and organizations to develop projects and programs leveraging the MEDIA Act, helping communities who desire to learn more about how to work with the industry.

We will also serve as film ambassadors for the communities within our region for the Montana Film Office when they have production companies who need more local support and information.

CHALLENGES

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

Identified Challenges
1. Airline challenges
2. Changing landscape
3. Crisis outreach and traveler education
4. Economy
5. Emerging markets
6. Glacier National Park and public lands infrastructure and maintenance issues
7. International issues
8. Market competition
9. Over-capacity visitation of Glacier National Park in peak season (visitor expectations, infrastructure, change in approach to marketing visitation during those times, messaging around capacity limits for visitors and road/trail closures)
10. Perception of Glacier National Park being closed when the Going-to-the-Sun Road isn’t open in its entirety
11. Perception of remote location
12. Public transportation
13. Shared economy services
14. Smoke and wildland fire
15. Technology – algorithms for social media and search engines
16. Federal government closures
17. Destination marketing funding
18. Destination marketing organization awareness
19. Weather
20. Workforce challenges (higher education perspective and perception)

Describe your destination.

According to the Preliminary 2018 Biennial Edition of The Economic Review of the Travel Industry in Montana (developed by ITRR—the Institute for Tourism & Recreation Research), more than 12.6 million travelers spending an estimated $3.64 billion chose Montana as their travel destination.
Their primary reasons for visiting Montana were mountains and forests, Glacier and Yellowstone national parks, open space and uncrowded areas. They also enjoyed day hiking, wildlife watching and nature photography.

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

INSPIRATION

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

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

ORIENTATION

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

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

FACILITATION

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

Optional: Include attachments here

GC Marketing Plan_FY21_Challenges.pdf

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

GEOGRAPHIC TARGETS

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

REGIONAL DRIVE TARGET MARKETS

(all geographic areas within 600 miles of Glacier Country)

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

OTHER TARGET MARKETS

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

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

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

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

PSYCHOGRAPHIC TARGETS

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

OTHER TARGETS

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

b. What are your emerging markets?

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

Optional: Include attachments here.

c. What research supports your target marketing?

- Montana Office of Tourism and Business Development research
- Website analysis
- Call center activity
- Consumer marketing market analysis
- nSight
- Institute for Tourism & Recreation Research
- Trade show feedback
- Meeting and convention follow-up
- Professional association research
- Meltwater and Klear
- American Bus Association
- Destination Marketing Association International
- National Tour Association
- Rocky Mountain International
- U.S. Travel Association
- Adventure Travel Trade Association
- Family Travel Association
- Destination Analyst
- Arrivallist
- VisaVue
- Smith Travel Reports (STR)
- Bed tax revenue
- Destination Think!
- AirDNA
- Skift

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

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

We are open to joint venture efforts for leisure advertising, publicity, film, group tour, meetings and conventions and international FIT. We are currently working with MOTBD on several projects and look forward to seeing what we can accomplish together in the coming year. We find the most effective joint ventures with Montana Office of Tourism and Business Development are through publicity, international, group tours and meetings and conventions. In FY 2019, Glacier Country committed $50,000 to projects with bed tax funded organizations but spent a total of $146,800.

Optional: Include attachment here.

GC Marketing Plan_FY21_PieChart.png

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

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

Glacier Country joined with Yellowstone Country on a couple joint ventures specific to Western Montana. The Glaciers to Geysers campaigns have been incredibly successful and partners within our regions are thrilled with the results. Glaciers to Geysers is a niche market website supported with paid advertising that blurs the lines between the two regions, catering to visitors who do not understand the geographic boundaries of our state. Snowmobiling and motorcycle tours were the first segments, followed by winter activities and museums and historical sites in FY 2020. We have planned for two or three more in FY 2021.

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

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

- FY 2016 = $92,000 (actual)
- FY 2017 = $50,000 (actual)
- FY 2018 = $75,000 (actual)
- FY 2019 = $126,000 (actual)
- FY 2020 = $146,800 (actual)

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

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

- Return on investment
- Brand support
# Marketing Segment, Method & Budget

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<td>Consumer</td>
<td>Electronic Adv - Newsletter, E-blast</td>
<td>Glacier Country Tourism will continue to send seasonal and niche enewsletters with content that features activities, events and attractions throughout Glacier Country to customers who have requested customized information based on their interests. Our design will include color photos and links to websites and social media sites for additional information as well as special promotions and package offers. Our agency of record will work with the staff to solicit area information and determine content to be featured in each. We will continue to optimize our email strategy for mobile and tablet devices and across a multitude of platforms and browsers.</td>
<td>“Brands can seize opportunities to personalize consumer experiences, even before they embark on a trip. With more travelers turning to digital for assistance, marketers can connect with customers when they first express intent through online inspiration or research. Travel companies can segment their audiences, combine first- and third-party data, and use machine learning to connect with customers. As traveler behavior continues to evolve, expectations will continue to rise. Navigating these changes can be challenging, but digital provides more opportunities than ever for marketers to meet traveler intent and expectations at every turn. And that’s a trip worth taking.” Google/PhoCuswright Travel Study 2017</td>
<td>We will measure the effectiveness of this marketing segment by monitoring open rates, click-thru rates and total sends for each enewsletter.</td>
<td>We have had tremendous success over the years maintaining a relationship with those who have requested travel information and assistance. We have experienced open rates between 12% and 35% during the marketing year. Our lower open rates are typically associated with large list blasts but on average they generate over 25,000 opens in a typical blast of 210,000. In the past 12 years we have increased the clean recipient list from 140,000 to over 1,000,000. Each person who signs up for our newsletters provides us with information that allows us to only send them information that is of interest to them. Every year, we continue to enhance our ability to provide each person customized content for planning a trip to Western Montana.</td>
<td>$0.00</td>
<td>Glacier Country Tourism continued to send seasonal, activity and campaign specific electronic newsletters and emails to our consumer email database in FY 2020-2021. Content featured activities, events and attractions throughout the region. All included color photos and link to webpages for additional information as well as special vacation promotions and package offers. An ongoing challenge is to provide engaging content in the ever-changing environment of content overload. We are constantly analyzing and updating our lists, email/newsletter formats and technology to stay current, relevant and useful to our recipients. Our consumer enewsletters and eblasts have an 11.04% open rate compared to an industry average of 13% for 863,240 sends with a 2.75% click thru rate. Our B2B newsletters have a 15.2% open rate to 29,972 sends with a 1.31% click thru rate for group/fit operators. Our combined webpage traffic increased by 15% from 1,594,892 to 1,829,028. We continue to evaluate the design and content of our customers' mailings to increase the open and click thru averages. This marketing method was successful as it achieved what we had hoped as measured in our overall goals/results below. Although we paid for this program with an alternate source of funding, it was key to our overall strategy. We plan to continue to use electronic and email advertising in our future marketing efforts. Our newsletters performance reports are attached. To view all of our consumer reporting including total web visitor and call center webpage reports, open the attached end of year marketing reports attachment at the bottom of this page. FY 2021 relevant objectives/results:</td>
<td>0 Glacier Country FY21 Email Newsletter Report.pdf</td>
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We plan to target our primary in 2019, domestic travelers spent $972 billion in the United States—representing 86 percent of total travel expenditures. | Glacier Country employed a mixed media strategy that included digital online, print, OTT (streaming TV), broadcast, billboards... |
and secondary markets using a mixed media approach with most consumer advertising dedicated to digital advertising in geographic, demographic and psychographic markets as outlined in our narrative, including social media advertising. Online digital advertising is a highly focused and efficient method to drive website traffic, inquiries and visitation. Each year we develop creative that is consistent yet appropriate for the audience we are concentrating on. Our approach includes bringing additional focus to emerging markets through the use of blogs and niche travel content websites.

Glacier Country Tourism fully supports the efforts of MTOTBD by promoting Montana as a travel destination. We follow the Montana brand by using iconic imagery to tell our authentic story, as it relates specifically to Glacier Country and in partnership our DMIs and industry stakeholders.

Domestic travel spending directly supported 7.8 million American jobs. With international inbound travel and business travel slowing, domestic leisure travel will continue to be the main driver for growth in the U.S. travel industry.

The average traveler spends 13% of their time online conducting travel-related activities. That won’t surprise anyone who’s ever started planning an Alaskan vacation after scrolling through a friend’s wilderness photos or researched Rio hotels after watching a documentary about Carnival.

When it comes to travel, inspiration is everywhere. As a result, the purchase path is full of twists and turns. It ranges from days to months, stretches across thousands of touchpoints, and generates a mountain of data in the process.

But people don’t act on every inspiration. Each traveler has underlying needs that vary by trip.

When a brand shows it can meet those needs, people usually respond by taking an action. While needs can be emotional or functional, they’re the considerations that matter most to each traveler — often more than price.

Thinkwithgoogle.com: Travel Customer Journey in 2020

Success will be measured in a variety of ways. If a publication offers reader service, we will report the number of inquiries associated with that print placement along with circulation and/or readership. We will also measure website traffic, call activity and information inquiry requests and downloads with the timing of the placement. For digital, we use a combination of analytic tools to track impressions delivered and click thru.

We strive to stay ahead of the paid media curve in our print and digital media including targeting and retargeting. Multi-media marketing methods generally have strong measurement and acquisition tools to ensure we are getting the most return on investment for our media budget. While print is more difficult to track than digital, almost all print placement includes added value digital and social elements which increase their effectiveness.

Giveaway Boxes.pdf

Glacier Country FY21 Paid Media Performance Report FINAL.pdf

and airport signage. See our report to view the consumer media plan and the performance results.

Overall, our online digital, OTT and broadcast consumer paid media plan delivered 31,896,568 impressions with a CPM = $8.61. Total clicks generated was 131,228 for a total digital click thru rate of 0.41% - 4.5 times the national average. Per the inquiry source report, total leads generated was 66,339.

This marketing method was successful as it achieved what we had hoped and is noted in our successful overall goals/results below.

We plan to continue to maintain multi-media advertising in our future marketing efforts. Due to file size, copies of the scanned advertisements can be viewed via the cloud upon request.

FY 2021 relevant objectives/results:

- Increase Overall Consumer Response By 2% Over FY20: Actual 2,133,457/15% Change
- Increase Electronic Response By 2% Over FY20: Actual 2,071,546/15% Change
- Increase Use of Responsive Website By 2% Over FY20: Actual 1,929,026/15% Change
- Increase Consumer Lead Database By 2% Over FY20: Actual 1,327,894/10% Change

Glacier CountryTourism prioritizes travel shows that match our geographic and demographic targets. Whenever possible, we partner with other regions and CVB’s to maximize our budget efficiencies and increase the Montana presence. We display highly visible, four-color banners and travel booth panels that are on-brand - Glacier Country fully integrates the Montana brand.

We negotiate for added-value whenever possible, including literature distribution, presence in show promotion, etc. At past shows, we have had a significant increase in lead generation by offering a strong call-to-action in the form of a significant giveaway. In the FY 2021 year, this budget line item will serve more as a placeholder should an unique opportunity arise.

In a survey of attendees at Travel & Adventure Show, 78% of attendees book a trip within six months with an exhibitor they met at the show. With exceptionally high household income levels, you can count on meeting consumers who are looking to, and will, book their next trip from a brand they trust.

Travel show success is measured in a number of ways. We calculate the number of attendees that are exposed to our booth and the Montana message. We tally the number of travel guides distributed and leads/entries collected. We also monitor unique website visits, phone call inquiries and general interest in our destination.

There are numerous travel options for visitors both domestically and internationally. Having a Montana presence can be effective to showcase all our state has to offer, moving it to the forefront of the decision making process when determining a destination.

Travel shows offer a unique one-on-one engagement with a potential visitor, building trust and brand loyalty.

Glacier Country Tourism did not attend any consumer travel shows in FY 2021.

Travel shows are a valuable marketing method and while we did not utilize this budget this year, we plan on keeping this method in future years marketing plans.

Glacier Country Tourism does not attend any consumer travel shows in FY 2021.

Travel shows are a valuable marketing method and while we did not utilize this budget this year, we plan on keeping this method in future years marketing plans.

In FY 2020, we continued our level of giveaways by prividing cash cards, America the Beautiful National Park Passes and experience prizes as our call-to-action for the campaigns. When needed, we generally have significant support from our partners that drive in-kind and/or deeply discounted rates for services such as accommodations, tickets and rentals. Three out of four of our largest lead generators in FY2019 had Yahoos Small Business says call-to-actions (CTAs) are critical for achieving any results online, because traffic, subscribers and followers don’t do you any good until they become leads and eventually customers. That’s why call-to-actions can be more efficient more in places than just your website. They should also be employed in

...
We will measure success by tracking our webpage analytics, lead tracking and total web visitor reports. Together these help us achieve our overall goal results.

We have analyzed our own analytics and traveler data and looked to find strategic content that places well organically and leads to a high conversion of searches to website visitors for glaciermt.com. We are constantly challenging our team to research new internet marketing strategies in the hopes of driving more traffic to our websites and social media channels.

Webpage marketing consists of search engine optimization (SEO) and search engine marketing (SEM). SEO is increasing the amount of website visitors by getting the site to appear high on results returned by a search engine. SEM is considered internet marketing that increases a site’s visibility through organic search engine results and advertising. SEM includes SEO as well as other search marketing tactics.

Webpage marketing helps the content within the website best serve the needs of customers and help customers find great content quickly while searching. Every page of glaciermt.com is written with keyword search strings. When we buy keywords, we are then able to boost the organic search with paid search. In FY 2018, we launched a new glaciermt.com using forward thinking SEO strategy. After only one week, we were already getting higher organic search engine rankings than we were able to do using both organic and paid previously. Add in the power of paid keywords and we are now able to widen the scope to build lesser known pages, specifically community and activity-based landing pages. In FY 2019, we broadened our SEO and SEM to focus on building awareness of our 75 rural communities and lesser traveled corridors.

Webpage marketing effort continues to complement our paid media placement very nicely. While keywords and well-crafted editorial on a webpage work very nicely to organically optimize a website for search engine optimization (SEO), paid webpage marketing greatly elevates all the pages on a site and bring them up in the search rankings. We use our webpage marketing budget in a variety of ways thus combining into a broad-based strategy that helps us reach our overall goal to grow our web presence. We meld organic with paid webpage strategies:

- Careful search engine optimization analysis and constant editorial adjustments on glaciermt.com using best practices and a host of software applications to measure results and compare progress with competitors in our industry.
- Paid keyword or other targeting segment purchasing with Google, YouTube, Bing and other engines we feel serve our needs and align with the marketing plan objectives.
- Special expanded focus on the rural community pages and related organic traffic opportunities to supply potential web searchers looking for tourism information in our lesser-known rural communities with updated, quality content and rich media.
- Content pages designed for search engines categorization, back link opportunities, to drive traffic and a host of organic search steps such as directory registrations, content refreshers and regular weekly tasks that benefit page rank and organic positioning of glaciermt.com on the world wide web.

SEO coding work with microsites and other boutique content areas we feel provide us a competitive advantage to market on search engines to drive new traffic streams to the website. This year, we combined content that has performed well for us on our website with new keywords that directly fed what Google keywords we bought to support our website for Google search placement.

Improving the original content that generated our blast from the past and improving the ranking and monitor daily to improve our positioning to capture the awareness and business of potential visitors using the web for travel research needs.

Having a strong webpage marketing strategy is absolutely critical in the ever-changing digital landscape for destination marketing. We will plan on maintaining the element of our overall marketing strategy as it certainly aids in the overall success of meeting and exceeding our marketing goals.
| Consumer Cooperative Marketing | Glacier Country Tourism has created a program that offers more assistance for our charming small towns to help them not only understand what tourism can do for them but to work with them through education workshops (three workshops currently exist), essential marketing training, best practices, etc. and help connect them to other people/organizations/ agencies that have programs that could help them. We hope to develop this program in coming years to strengthen Glacier Country’s position as a premier destination while also stimulating our rural economies, protecting and enhancing local resources and fostering community pride. Building upon the workshop series we already offer, we have created a marketing assistance grant program that can be used for specific marketing campaign development and implementation (cannot be used for material development without a distribution campaign included) by a community (chamber, CVB, main street organization, development organization). According to TravelAge West’s webinar with ASTA’s Young Professionals Society (YPS), marketing partnerships are cooperative agreements that build new relationships, further ones that already exist, and utilize co-op funds to grow business. These relationships aim at a market that the companies already have a presence in, or at a market that they are trying to break into. We will create the Glacier Country Cooperative Marketing Grant Program. Each application requests how they will measure success. Before awarding the grant, we will review to ensure they are using measurable that meet the requirements funded DMOs must follow according to TAC rules and regulations. Individual grant reports will be required by all recipients that will report against the identified measurable in the application. Visitors to Glacier Country are looking for experiences throughout the region—no matter how far off the beaten path. They are especially interested in taking advantage of the region’s abundant outdoor recreational activities, natural and cultural landscapes, and authentic Montana experiences. Our board is made of up representatives from across all eight counties and realize the importance of our organization reaching out to offer assistance to our communities who would like it to either develop or expand their tourism economy. |

$40,000.00

| FY 2021 relevant objectives/results: |

- Increase Use of Responsive Website By 2% Over FY20: Actual 1,825,028/15% Change
- Increase Consumer Lead Database By 2% Over FY20: Actual 1,327,864/10% Change

- We attribute 63,130 inquiry leads generated from Google alone.
  - Site traffic remains very strong for the and we saw another 15% growth for FY 2021 for a total of 1,825,028 unique user sessions.
  - This marketing method was successful as it achieved what we had hoped as measured in our overall goals/results below. We plan to continue to use this method in our future marketing efforts.
  - To see a complete list of keywords used for this funding year, see the attached report.

- FY 2021 relevant objectives/results:
  - Increase Use of Responsive Website By 2% Over FY20: Actual 1,825,028/15% Change
  - Increase Consumer Lead Database By 2% Over FY20: Actual 1,327,864/10% Change

- Glacier Country understands the importance of having knowledgeable professionals who can help develop our marketing plan, implement it and then evaluate it for its overall performance. The success of our program is directly responsible for having the right resources, expertise and passion to promote Western Montana's travel


We were thrilled to create the Glacier Country Cooperative Marketing Grant Program (GCCMGP) designed to provide 50/50 matching expense funding for projects to promote an area or event on a cooperative basis with a nonprofit tourism-related organization. The intent of this program is to encourage the development of new or expanded marketing projects, thereby increasing the tourism appeal of the city or region to nonresident visitors.

- Glacier Country Tourism uses the online grant program Submittable. It allows us to manage the program 100% online. Once the project is done, we can download the entire project in a .zip file and save to our server.

- We had four completed applications this budget year.

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  - Site traffic remains very strong for the and we saw another 15% growth for FY 2021 for a total of 1,825,028 unique user sessions.
  - This marketing method was successful as it achieved what we had hoped as measured in our overall goals/results below. We plan to continue to use this method in our future marketing efforts.
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| Revenue Indicators For Performance: |
| Stabilize Lodging Tax Revenue Compared To 2019 (Net 2020): Actual $13,259,300/32% Change |
| Monitor RevPAR By 1.5% (STR): Actual 57.32/5.7% Change |
| Monitor RevPAR By 1.5% (AirDNA): Actual 246/90.7% Change |

- Final Project Reports FY 2021.pdf

Final Project Reports FY 2021.pdf
Advantages of having a qualified agency provide marketing services include having a full team of talent without the considerable overhead cost of supporting that team. We can scale the services up and down according to the projects and services we need them to provide. Our current agency of record is a Missoula-based business that provides us with the following services:

- Brand Management
- Marketing Strategy
- Research
- Creative Development
- Creative Design
- Media Buying
- Marketing Partnership Development and Management (Cooperative and Joint Ventures)
- Social Media Management
- Content Creation (research, copywriting, proofing, editing)
- Call Center, Telemarketing and Mail Fulfillment
- Content Marketing
- Web Design, Development + Hosting
- Website Conversion Optimization
- Search Engine Marketing (SEM) + Search Engine Optimization (SEO)
- Print and Digital Advertising
- Photo and Video Acquisition, Editing and Production
- Email Marketing
- Direct Mail Marketing
- Marketing Reporting
- Travel Guide Production
- Print and Digital Advertising Sales
- Partnership Sales and Account Services

Success on our campaigns and marketing efforts translates to successful planning support. The way we measure the success of the work our agency does is directly reported in our overall goals and objectives. We would never be able to achieve the quality and quantity of work without the services of our advertising agency. They assist us directly or indirectly in every single marketing method we implement and they help us in the planning phase and the reporting and evaluation phases.

Good marketing support from professionals who live and breathe various components of marketing, development, implementation and evaluation helps us design an effective marketing plan and develop a creative and effective message ensuring maximum efficiency in the project planning and evaluation.

Glacier Country Tourism's agency of record works closely with us on many facets of our marketing plan from strategy and implementation to tracking and analysis. Their staff works thoroughly with our staff, board of directors, partner organizations and other agencies to analyze current problems and opportunities as well as our past and current effectiveness.

We had three opportunity projects we used Opportunity Marketing funds this year. All of the projects below were successful as the outcome of each was exactly as we had anticipated:

1. Leave No Trace Community Partnership (See links)
2. River Recreation Map (in development)
3. Crown of Continent Map/Guide Reprint (See link)
4. Strategic Planning (See attached)
5. Workforce Development (See attached)

1) We became a Leave No Trace Community Partner of the Leave No Trace Center for Outdoor Ethics. This annual partnership provides many benefits, among them the use of the Leave No Trace Center and the $180,000.00 we received from the Windfall Retainer Tracking Report FY 2020-2021.
Consumer Opportunity Marketing

These methods are determined as the opportunities become available or as projects are necessary throughout the year. All efforts done will comply with the rules and regulations.

No specific research is available for this line item at this time.

These funds are to be used for allowable opportunities we are unaware of when we prepare our marketing plan each year. As these projects are done, we will follow the measurement and reporting requirements in the rules and regulations for the allowable methods for each.

We will participate in the following opportunities:
1. Leave No Trace Community Partnership
2. River Recreation Map
4. Strategic Planning
5. Workforce Development

Every project we do ultimately results in the overall success of our program. While do not know what these projects are in the beginning of the year, we certainly appreciate the ability to use this line item as a funding source. Each will be an allowable project and will follow the measurement and reporting requirements in the rules and regulations.

For Outdoor Ethics logo and Partner logo as well as the ability host Leave No Trace YouTube videos on our site for consumer facing and partner facing audiences.

2) We are in development of a river recreation map that will be housed on our consumer webpage that will provide all locations where people can legally access our rivers and waterways. As of the time of this report, the site was still in development so no links or collateral are available.

3) The Crown of the Continent MapGuide, produced by the Crown of the Continent Geotourism Council has been so popular that is needed to be reprinted twice this year. Glacier Country has supported this project since the beginning when it started off as a special project of the Montana Office of Tourism and Business Development. It is now housed with the CCGC which is part of the Whitefish Convention and Visitors Bureau. This project continues to be a wildly popular project of the council. We especially like this project for the wide-reaching audience including geotourists who seek authentic experiences to the destination.

Maps Printed (ordered July 2021): 80,000

# Maps Distributed (Jan.-Oct. 2021): 55,132 Maps "Distribution numbers were down, likely due to international border having travel restrictions and some of our larger visitor centers that distribute our map were closed the last two years.

Demographics: We're not provided this information from our distributors, as a significant quantity annually is distributed to visitor information centers in Montana, Idaho, and across British Columbia and Alberta. Montana receives individual map orders through our website for domestic and Kootenay Rockies Tourism. British Columbia receives individual map guide orders through our website for Canada and International. Alberta SW Regional Alliance and Kootenay Rockies Tourism help us distribute Canada and International bulk order requests.

MapGuide Sponsors Recognized: Alberta Parks & Environment; Alberta South-West Regional Alliance; Central Montana Regional Tourism; Flathead-Kootenai Chapter of the Montana Wilderness Association; Glacier Country Regional Tourism; Kalispell Convention and Visitor Bureau; Kootenay Rockies Tourism; Montana Office of Tourism and Business Development; Southwest Montana Regional Tourism; Tourism Fernie; and Whitefish Convention and Visitors Bureau

4) Glacier Country Tourism Board of Directors worked with MMGY NextFactor to refresh our strategic plan. Upon review, the goals and objectives from our 2018 plan had either been started or completed and we also needed to look at who we are, what we do and where do we go from here in a world with COVID. (See attached)

5) We have partnered with the University of Montana College of Business to help us develop trainings and educational programs to help the businesses in our region understand and strategize workforce development. They developed two customer service trainings for us this year. (See attached)
All sessions have been created so they can be done in person or virtually. We had 18 locations with multiple people at each location attend the Customer Service Essentials and 15 at Managing Conflict. The Customer Service Essentials is also a recorded session can either be access via a password protected online video or also on our new Knowledge Center on our Partner Center.

**FY 2021 relevant objectives/results:**

- Increase Overall Consumer Response By 2% Over FY20: Actual 2,133,457/15% Change
- Increase Electronic Response By 2% Over FY20: Actual 2,071,546/15% Change
- Increase Use of Responsive Website By 2% Over FY20: Actual 1,829,028/15% Change

**Consumer Joint Ventures**

These joint venture methods are determined as the opportunities become available or as projects with our fellow destination marketing organizations. We are very pleased with the projects we did this year. Visit our Inquiry source reports and our FY 2021 media performance tracking report (attached) with details for the following joint ventures. Due to document size limitations of webgrants and ability for some to access our virtual Dropbox, we are happy to provide a link to view all scans and screen shots of our advertisements. They are stored on our internal server and our Dropbox.

1. **G2G (Yellowstone Country)** – This project was successful and we to build upon it in future years.
2. Kalispell TG (See attached)
3. Whitefish TG (See attached)
4. Missoula TG (See attached)
5. Dark Skies w/Missouri River Country (See Dropbox)

We had seven joint venture projects this year. The joint venture line item must be used on projects that with our fellow destination marketing organizations. We are very pleased with the projects we did this year. Visit our Inquiry source reports and our FY 2021 media performance tracking report (attached) with details for the following joint ventures. Due to document size limitations of webgrants and ability for some to access our virtual Dropbox, we are happy to provide a link to view all scans and screen shots of our advertisements. They are stored on our internal server and our Dropbox.

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**In Region Travel Guide Ads FY 2021.pdf**
Leveraging the power of social media to complement our various marketing strategies is one of our key program areas. The use of social media by destination marketing organizations to build brand support, create genuine conversations and inspire audiences to visit continues to be extremely effective. 14% of all our leads is sourced from our social media channels. Even with the great number of challenges social media channels are presenting, we still see steady traffic each year through organic, sponsored and paid social media efforts.

To date, our social media channels include facebook, instagram, twitter, pinterest, linkedin and youtube as well as two blogs - consumer and B2B.

Social media is incredibly easy to measure success and track. We have consistent handles across all of our channels (@GlacierMT) and use hashtags (#GlacierMT) to track engagement overall or by campaign. We also use third party tools such as Klear to monitor and track impressions, engagement and audience – which are all used in our overall assessment for measuring success.

Social media demands a new content approach. One of the biggest reasons content marketing has become dominant is the relentless pace of social media publishing. But rather than thinking about social media like other media channels, where the goal is to run a “campaign” with clear start and end dates, think of social more like a never-ending conversation with your audience. That has key implications for how content is created and published.

The State of Content Marketing in Travel 2017

Our social media channels are used to reach new audiences and to support other programs. Glacier’s social media channels are a source of inspiration, orientation and fulfillment. It’s a community gathering place where prospective visitors can garner up-to-date information about our region, as well as become more familiar with what we offer the visitor. The content we share on our social media channels varies. As a region, we feel it’s necessary to provide useful, pertinent and up-to-date information, as well as points of interest. Our social media plays a role in inspiration by including jaw-dropping images: some are icons, while others are off-the-beaten path gems. As our region is diverse and includes various communities, we also utilize our channels to highlight various locations and destinations from throughout the region, ranging from local gems to events. Typically, our facebook posts include a photo or video to supply visually pleasing and engaging content to our users.

Our photo acquisition strategy is to either contract for custom

*Content marketers were asked to compare approximately how their use of visuals in marketing changed between 2018 and 2019. In 2019, 74% of the marketers we surveyed stated that more than 75% of their content contained some form of visual. This was a 10.5% increase in visual content use from what these*

We will measure the success of this method by monitoring the total number of images (still + video) from photographers/videographers and the usage within our overall goals/results below. We plan for strong brand awareness for not only Montana but for Glacier Country as well. We try to invest in projects we can track but acknowledge this is not always possible.

All of these joint venture projects were successful and we would do again.

FY 2021 relevant objectives/results:

- **Increase Overall Consumer Response By 2% Over FY20**: Actual 2,133,457/15% Change
- **Increase Electronic Response By 2% Over FY20**: Actual 2,071,546/15% Change
- **Increase Use of Responsive Website By 2% Over FY20**: Actual 1,829,028/15% Change
- **Increase Consumer Lead Database By 2% Over FY20**: Actual 1,327,894/10% Change

Glacier Country employed a robust blog and social media strategy. Social media is an important aspect of our overall digital effort.

Our social channels included facebook, instagram, twitter, linkedin, youtube and pintrest. Our overall impression delivery was up 44% compared to the previous year with 27,695,254 impressions. Our engagement was down 13% - 1,369,498 and our audience continued to increase to 396,257 which is a 2% increase.

Our paid social media efforts (outlined in our consumer paid media plan) produced 6,609,162 impressions, 158,639 clicks for a 2.4% CTR.

This marketing method was successful as it achieved what we had hoped as measured in our overall goals/results below. We plan to continue to maintain a strong social media strategy in our future marketing efforts.

To view all reports for our social efforts, please see the attached PDF report. To view our social media channels, visit our website and follow the social media and consumer and B2B blog links at the upper navigation bar.

FY 2021 relevant objectives/results:

- **Maintain Social Media Reach From FY20**: Actual 27,695,254/44% Change
- **Increase Social Media Audience By 2.5% Over FY20**: Actual 396,257/2% Change

Glacier Country continues to use professional photographers to capture seasonal images allowing us to promote our area visually. The images represent Glacier Country through stunning photography with an emphasis on ‘people in place.’ Over the years, we have acquired a great deal of professional video footage via value added opportunities with video/film projects we have assisted with.

Our photo acquisition strategy is to either contract for custom

*We purchased images from 9 contract photographers/videographers and worked with our agency of record using on staff as*

We purchased images from 9 contract photographers/videographers and worked with our agency of record using on staff as
<table>
<thead>
<tr>
<th>Consumer</th>
<th>Management/Aquisition</th>
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<tr>
<td>images via photo shoot(s) with a professional photographer/videographers where Glacier Country Tourism owns the rights to the images or to acquire rights-managed images already obtained by these professionals. When possible we will obtain permanent or long-term unlimited usage rights for images. The photos in our attached marketing plan showcases images we have acquired and house in our digital library.</td>
<td>same marketers claimed was the case in 2018. In other words, the use of different visual formats has seen a significant increase over the past year. Nadya Khoja, VENNAGE, March 11, 2020</td>
</tr>
<tr>
<td>at the end of the year and by the number of new digital assets we add each year to the system.</td>
<td>branding effort using not just good photography but “great” photography to tell our story.</td>
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<tr>
<td>$80,000.00</td>
<td>As of June 2021, we have approximately 20,215 still and video assets. We added over 10,000 images and have more on the way. We used the time COVID provided us to concentrate completing corridor videos and acquired still and video footage for over 20 of our small communities where our library was lacking.</td>
</tr>
<tr>
<td>This marketing method is extremely successful, and we would certainly do it again as the outcome is critical to our overall success and was exactly as we had anticipated.</td>
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<tr>
<th>Film Opportunity Marketing</th>
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<tr>
<td>Film-induced tourism can affect travel decisions made when potential tourists plan their upcoming holiday or visit to a destination. Films, documentaries, TV-productions and commercials inspire people to experience the locations seen in the content screened, to explore new destinations. Film tourism is an excellent vehicle for destination marketing and also creates opportunities for product and community entrepreneur development such as location tours or film heritage museums to name but a few. Glacier Country Tourism will use this method to explore opportunities where we can work directly with the Montana Film Office and other leading film production businesses and organizations develop projects and programs that leverage the MEDIA Act - helping communities who desire to learn more about how to work with the industry. We will also serve as film ambassadors for the communities within our region for the Montana Film Office when they have production companies who need more local support and information.</td>
</tr>
<tr>
<td>Film tourism can be defined as a branch of cultural tourism (Zimmermann, 2003, p.76) and refers to the growing interest and demand for locations which became popular due to their appearance in films and television series. Zimmermann describes film tourism as all forms of travelling to destinations, which in general enable a connection with the world of film (Zimmermann, 2003, p.76). Tomala K., Faber F. (2011) Film tourism. In: Papatheanassias A. (eds) The Long Tail of Tourism. Gabler</td>
</tr>
<tr>
<td>We will measure success by tracking the number of projects we were able to complete and provide copies of the deliverables included with the opportunity. We will also note if we felt the projects were something we felt we should do again. We will participate in the following opportunities:</td>
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<td>Film-induced tourism and destination branding are one of the fastest growing sectors in tourism currently. With the recent passing of the MEDIA Act which provides for a 20% production expenditure tax credit, with additional components that can increase the transferable credit to a maximum of 35% of total base film production investment, Montana is set to see a significant growth in film productions. Glacier Country Tourism understands there are some key issues that need to be considered before promoting a location for film productions and tourism. Knowing this, we also understand we can play an important role in promoting our region as a film destination applying responsible tourism practices, creating a film-friendly environment in advance, through community participation and awareness campaigns, safety and security, service excellence and understanding the impact of destination branding to name but a few, especially in our region where film tourism is still a fairly unexplored concept.</td>
</tr>
<tr>
<td>We had two opportunity projects we used Film Opportunity Marketing funds for this year. See attached document for samples of the ads and intro image of the video we ran. To see a clip, view in DropBox. All of the projects below were successful, and we would certainly do again as the outcome of each was exactly as we had anticipated.</td>
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<td>$10,000.00</td>
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</tr>
<tr>
<td>1. Destination Film Guide 2. International Wildlife Film Festival - Sponsorship which included a full-page ad in program, logo and name representation, :10 on-screen ad. See the attached PDF for samples of the sponsorship deliverables.</td>
</tr>
<tr>
<td>FY 2021 relevant objectives/results:</td>
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| 1. Destination Film Guide 2. International Wildlife Film Festival - Sponsorship which included a full-page ad in program, logo and name representation :10 on-screen ad. See the attached PDF for samples of the sponsorship deliverables. |

This person is dedicated to marketing and developing strong relationships with meeting planners, tour operators, FIT operators, etc. The tourism sales manager has continued to support the group travel market during the first full year of the pandemic by developing new and maintaining strong relationships with group planners and operators - doing proper follow-up, which is essential with these markets. She along with the rest of our team conduct studies of the needs, preferences and satisfaction of our B2B markets during these challenging times. She attended virtual trade shows throughout the year that meets Glacier Country’s target markets and demographics and follows up on leads from travel shows with written correspondence, emails, phone calls, etc. and assisting the marketing team as necessary. A key element to this position is developing sample itineraries and being a...

MEETINGS ARE CRITICAL TO THE U.S. ECONOMY

One of the largest travel industry sectors accounting for:
- 12.5 percent of all travel spending
- $139.9 billion in direct travel expenditures by meetings and events
- $22.4 billion in tax revenue for local, state and federal governments generated by direct travel expenditures
- Four out of every 10 dollars spent on business travel in the U.S. can be attributed to meetings and events — proving its significant value to national, state and local economies.

One of the travel industry’s largest employers, providing:
- 1.1 million travel-generated jobs
- $35.8 billion in travel-generated payroll

Bleisure Travel

Bleisure travel (also known as a "bizcation") combines both travel for work or commerce and leisure activities. While not the newest of travel trends — extending a business trip to enjoy some leisure time at a destination has been a common practice for as long as business and leisure activities existed — bleisure travel has been enthusiastically embraced by Millennials. For the frugal under-40 traveller, combining work and leisure travel is the most effective way to visit locations that they might otherwise not be able to afford. The most extreme version of bleisure travel is the "digital nomad" phenomenon, where online workers travel the globe with a laptop.

Glacier Country Tourism has, for several years, been developing a collaborative and broad-based approach to group travel; group tours, foreign independent travel (FIT), incentive travel, sports, meeting and conventions. We feel we have a strong FIT/group tour program but find other areas can be challenging from a regional perspective. Group marketing is often more complex and requires a personal relationship to be built and maintained with industry representatives. Building that relationship with planners and tour operators takes time (domestic is 2-3 years/international is 3-5 years). Our current Tourism Sales Manager has been with us for over five years and now the time she spends assisting operators and planners with their itineraries is growing steadily. Montana Office of Tourism and Business Development and Glacier Country Tourism have developed a Tourism Sales Manager position is ensure planners and operators are inspired to visit when travel was deemed appropriate.

We measure success in this area by monitoring the work being done by the employee and ensuring she is completing the work as outlined in the job description. There are several marketing methods that fall under this person's B2B program. The successful completion of those methods and reporting will be outlined in those evaluations.

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FY 2021 Tourism Sales Manager Reports.pdf
Glacier Country Tourism has attended and participated in a number of targeted travel and trade shows over the years: consumer, group tour, international foreign independent travel (FIT), meeting and conventions, incentive travel and loyalty travel. We will continue to attend shows we have found successful and evaluate new shows to see if they fit our target markets. We strive to collaborate with CVB’s, tourism regions and private partners as much as possible.

Of the group tour, incentive travel, meeting and convention FIT trade shows, we are currently planning to attend National Tour Association (NTA), American Bus Association (ABA), U.S. Travel Association’s IPW and GoWest Summit, Rocky Mountain International (RMI) Roundup, Smart Meetings West and IMEX. We have a PR aspect at IPW doing speed networking with media at the media marketplace. At these shows, travel guides, market specific collateral, itineraries, maps as well as our Glacier Country Travel Guide and/or show specific one-sheets will be distributed digitally or in print if appropriate.

We measure success in this area by monitoring the number of appointments and additional interest we have at our trade shows as well as gauging the overall interest with the operators we work with. While we do not have direct access to the booking data from these markets, it is very exciting when we hear from our properties they have signed new or have renewed service contracts, operators have picked up an itinerary and added it to their product catalog or the operators are working directly with us on custom itineraries. Montana Office of Tourism and Business Development, Glacier Country and our ever growing group of partners continue to encourage us to continue our efforts and thus we are excited to help broaden our visitor base and extend our visitation to our shoulder seasons. We have detailed lead trade show reports for meetings and conventions and group tours/FIT. Simpleview reports will be provided to show leads by show and what was discussed at each show. We are also able to show what businesses and communities we are promoting to the B2B markets.

With so many travel options in and out of the United States, a strong delegation of travel experts from a state, region and community at travel trade shows makes a huge difference. It takes a delegation to put the state of Montana in the mind of the tour operators and planners. The more appointments a tour operator has with a specific state or region, the more likely they will get the answers to the questions they have about what that area can offer to their clients. It takes the expertise of (regions/CVBs/TIDis/hotels/attractions) to showcase what the clients can experience in their communities. The strongest delegations are noticed at travel trade shows and have the most exposure. We are building participation for these markets with more delegates committing to not only attending the shows but partnering on booths and other efforts.

FY 2021 relevant objectives/results:

- Increase Travel Show Database By 4% Over FY20: Actual 2,547/5% Change
- Increase Consumer and Group Suggested Itineraries By Two: Actual 2
- Revenue Indicators For Performance:
  - Stabilize Lodging Tax Revenue Compared To 2019 (Not 2020): Actual $13,292,308/32% Change
  - Monitor RevPAR By 1.5% (STR): Actual 57.32/5.7% Change
  - Monitor RevPAR By 1.5% (AIRDNA): Actual 246/90.7% Change

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

View attached report for all show reports attended.

Overall, we increase our trade show database by 5% over FY20 Actual: 2,527.

We have increased tracking for the trade shows we attend by better utilizing Simpleview for reporting. We are tracking community referral to meeting planners, community referral to tour operator, partner referrals to meeting planners and partner referrals to tour operators along with our trade show contact reports that note who our TSM talked with and about what. These are done for each show and reports are included in the show folders.

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

USA - Five Years of FAM Results Are In. An extensive survey to gather results to prove the effectiveness of

We continued to meet our objectives for this
Glacier Country Tourism plans to participate in hosting/co-hosting familiarization tours for one or more of our identified group markets and trade media. For many years, we have been developing a collaborative and broad-based approach to group travel; group tours, foreign independent travel (FIT), incentive travel, meeting and conventions and bank loyalty.

Each year, in an effort to provide trade media and visiting operators/planners with a firsthand experience of Western Montana, Glacier Country Tourism assists and/or hosts various professionals along the way. We will continue this effort by using a portion of our budget to coordinate and host travel professional(s) in regards to their upcoming visit to our region. Sometimes, we assist them with developing an itinerary and arranging their visit. This program follows the same requirements we use for regular press or group familiarization trips tracking names, affiliated business or publication and any received media or planned itineraries developed and/or booked if provided by business.

In May 2015, Glacier Country developed a meeting and convention Fam trip including Missoula, Kalispell and Whitefish and meetings properties and communities in between. The CBV’s, TBOs and private sector partners were outstanding partners in this effort. This Fam was so successful, we are now hosting one every year with up to five different visited planners each year.

FAM trips.
Written and conducted by David DiGregorio, January 23, 2020

Innovation Norway’s New York office recently conducted a survey of all past North American Fam trip participants going back to 2014. The survey was sent to 86 individuals. 32 responded.

- 66% of respondents had previously sold Norway before participating in the Fam trip.
- Of those that had already been selling Norway, 86% reported being able to sell more Norway after participating in the Fam.
- Of those that had not previously sold Norway, 73% reported beginning to sell Norway after participating in the Fam with several more stating they would begin in 2020/2021.
- 69% of respondents directly attributed an increase in sales to Norway to their participation in the Fam trip with another 27% indicating a potential correlation.

We asked the 32 respondents to report how many total Pax they have sent to Norway since participating in a Fam trip. The total Pax reported was 10,358 with an average per respondent of 410 Pax.

We asked respondents to estimate the average total spend per passenger on a Norway itinerary. The average reported was $6,152/person.

We asked respondents to estimate the average total number of days spent in Norway. The average reported was 7.64 days.

19% reported always combining Norway with another Nordic destination on the same itinerary. An additional 54% reported “sometimes” combine.

69% expect to see a future increase in business to Norway.

We will measure success by tracking the number of FAM trips we do and for what purposes. Meeting and convention request for proposals (RFPs) are tracked by FAM.

The assistance of an in-region partner group - formed to develop a strategy to meet the needs of all while balancing the mission and resources of our organization and others - has been of great assistance in Fam trip coordination and facilitation. These tours for group and FIT travel are part of the joint strategy and rationale we all share. Pooling our expertise, time and resources has done nothing but developed a stronger coalition of partners dedicated to this market segment and reaping the diverse and long-term benefits of it.

Incentive travel, meeting and independent travel (FIT), collaborative and broad-based approach to group travel; group tours, foreign independent travel (FIT), incentive travel, meeting and conventions and bank loyalty.

During the survey, the average total pax reported was 10,258 with an average per passenger on a Norway itinerary. The average reported was 10,258 with an average per passenger on a Norway itinerary. The average reported was 7.64 days.

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We feel it is a good idea to support our current efforts with a mixed media promotion plan. We re-launched our group tour and meetings and convention microsites using the same infrastructure as our primary website. We anticipate working with RML and BrandUSA on visit Glacier media programs in conjunction with our digital content efforts - social media and blog.

We feel we continue to meet our objectives for this marketing segment both individually with paid media placement but also through joint ventures with partner DMOS in region, in state, regionally and nationally.

Our digital delivered 4,259,415 impressions, 28,338 clicks for a click thru rate of .6% and CPM of $20.67.

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

F Y21 relevant objectives/results:
- Increase Trade Show Database By 4% Over FY20: Actual 2,547/5% Change
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F Y21 relevant objectives/results:
- Increase Use of Responsive Website By 2% Over FY20: Actual 1,829,028/15% Change
- Increase Trade Show Database By 4% Over FY20: Actual 2,547/5% Change

With other tourism partners.

We have for several years implemented a business to business (B2B) strategy. Most of these efforts consist of social media but we are committed to a mixed media approach using various forms of promotion in conjunction with other tourism partners. We plan to continue to build upon these successful efforts to find an effective and efficient plan to promote our group opportunities.

“As the media system grows exponentially, it’s hard to figure out what you can trust,” said Linda Thomas Brooks, president and CEO of the MPMA. “For magazines, it’s become a shortcut to ‘quality’ — where consumers know they’re getting professional content.”


We will measure success by tracking impressions, clicks, click-thru rate, likes, follows, reach, shares and overall engagement to determine the effectiveness of the specific media. In some cases, it maybe tracking total leads generated.

Online promotion is one of the most trackable mediums available today. We are able to gather valuable statistics on how each ad performed.

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Glacier County FY21 Paid B2B Media Plan + Performance Report FINAL.pdf

Virtual Meeting Planner FAMS.pdf

Rocky Mountain International (also known as Great America West or GAW) specializes in international tourism marketing and business development for the Rocky Mountain region.

The company was founded in 1990 specifically to meet the needs of Rocky Mountain state tourism departments for international tourism marketing in top inbound visitation markets; primarily the United Kingdom (England, Scotland, Wales, Ireland), Germany (Germany, Switzerland, Austria), Benelux (Belgium, Luxembourg, and Netherlands), Australia (Australia and New Zealand), France, Italy and Nordic (Denmark, Sweden, Norway, Finland & Iceland).

The five states of Montana, Idaho, North Dakota, South Dakota and Wyoming are united in a regional consortium through RMI branded as the Great American West. Glacier Country Tourism is the only branded as the Great Country region. We will also provide a product audit for the Glacier Country region. We will also receive a year-end media report which is a comprehensive annual review of Montana's earned media that highlights any specific articles in which a community within Glacier Country is mentioned.

The United States share of total international arrivals is 5.4% (down from 6.4% in 1995). The United States share of global long-haul travel is 11.3% (down from 15.7% in 2015). International travel spending directly supported about 1.2 million U.S. jobs and $33.6 billion in wages.

Each overseas traveler spends approximately $4,200 when they visit the U.S. and stays on average 18 nights. Overseas arrivals represent about half of all international arrivals, yet account for 84% of total international travel spending. Top leisure travel activities for overseas visitors: (1) shopping; (2) sightseeing; (3) fine dining; (4) national parks/monuments; and (5) amusement/theme parks.

FY 2021 GAW Partnership Report FINAL.pdf

RMIGA/GAW is built on the idea that states with related tourism products can greatly benefit from cooperatively marketing internationally. It’s more time-efficient and cost-effective to band together and cross-promote tourism products, especially when targeting international visitors who want the mountain experience and visit multiple states over multi-week itineraries.

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We will measure success through the reporting that RMIGA/GAW will provide us as part of our tier 1 partnership. These reports include copies of the Quarterly Reports; Monthly Media Reports; Annual Reports; Social Media Reports and Leads Reports from sales missions. In addition, we will receive a customized TRIP Report at the end of the fiscal year contract which provides a product audit for the Glacier Country region. We will also receive a year-end media report which is a comprehensive annual review of Montana's earned media that highlights any specific articles in which a community within Glacier Country is mentioned.

Destinations International (DI) is a partnership organization serving destination marketing and management professionals - helping them exchange bold ideas, connect innovative people and elevate tourism to its highest potential. As a member of the global trade association for destination organizations, convention bureaus and tourism boards, Glacier Country Tourism benefits from being a part of this global community of over 5,000 professionals from 600 destinations around the world. It gives us access to a wide network of people, ideas, products and services. Without programs like RMIGA/GAW and Brand USA, Glacier Country would not be able to afford to promote our region in these countries.

This marketing method was successful as it achieved what we had hoped as measured in our overall goals/results below considering the state of the world with COVID-19. We plan to continue to use this method in our future marketing efforts.

FY 2021 relevant objectives/results:
- Increase Overall Consumer Response By 2% Over FY20: Actual 2,133,457/15% Change
- Increase Electronic Response By 2% Over FY20: Actual 2,071,546/15% Change
- Increase Consumer Lead Database By 2% Over FY20: Actual 1,327,894/10% Change
- Increase Trade Show Database By 4% Over FY20: Actual 2,547/5% Change
- Increase Media Stories By 1% Over FY20: Actual $3,104,061/14% Change

In FY 2021, we continued our efforts outlined in the DestinationNEXT assessment from the previous year. We regularly referenced the research, participated in webinars and kept abreast of the briefing reports published. We participated in several data collection efforts to understand current destination organization funding, spending, trends, and performances of fellow destination organizations. By participating in these studies, we were allowed access to multiple research projects.
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<th>Marketing Support</th>
<th>DMO Program Participation</th>
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<td>the last few steps to having our CEO become CDME certified, provide opportunities for professional development - keeping us abreast of cutting edge tourism marketing trends to keep us competitive - and to increase the effectiveness of the our marketing and organizational management efforts.</td>
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- Industry Benchmarking, Toolkits and Trends Reports
- Organizational & Financial Profile Study
- Access to special projects covering timely and relevant issues and best practices
- DestinationNEXT Futures Study
- Standard Performance Reporting Handbook
- Destination Organization Performance Reporting

This method with monitoring the level by which we use the benefits afforded us through membership, and services, and resources. Membership in DI better prepares senior executives and managers for increasing change and competition and to become more effective organizational and community leaders. They also provide valuable governance resources for board of directors. The program focuses on vision, leadership, productivity and strengthening business expertise. Since beginning this training, Glacier Country Tourism has implemented much of what has been learned to date and we feel our organization is in a much better position to help elevate the industry and its standards in the state of Montana.

$7,000.00

Due to travel restrictions and time, our CEO was unable to make progress on her CDME certification. This marketing method was successful as it achieved what we had hoped it would. The information it provides our organization is incredibly valuable. We plan to continue to use this method in our future marketing efforts. Our CEO serves on the DI Advocacy Committee which in light of COVID-19, provides valuable knowledge associated with helping Montana’s tourism industry and overall economy recover as quickly and completely as possible.

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<td>Glacier Country Tourism allocates the entire 20% allowed by statute. We use this to pay all wages, benefits and taxes for three positions: Executive Director, Office Manager and a temporary part-time employee who assists with projects as needed. We also use this to pay benefits for our three marketing positions: Public Relations and Earned Media Manager, Tourism Sales Manager and Sales and Marketing Assistant. See Marketing Support, Group Marketing and Publicity – Marketing Personal line items. Administrative funds are also used to pay for all office overhead such as rent, telephone, office equipment, supplies, insurance, professional services like accounting, etc. All travel expenses not directly related to a marketing project are also paid for from this budget.</td>
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Destination marketing organizations (DMOs) are responsible for promoting our communities as attractive travel destinations and enhancing the location’s public image as a dynamic place to live and work. DMO’s primary customers are not the visitor but rather our community. If we look at who benefits from our efforts, it is the residents of our destination. They are who we are helping. Through the impact of travel, we strengthen the economic position and provide opportunity for people in our communities. Jack Johnson, Destinations International Chief Advocacy Officer & Foundation Executive Director

We measure success of our administrative funds in a simple way. These funds cover the costs of operation for our office, administrative staff, board of directors and nonmarketing related expenses. If we are able to keep the administrative operations of the organization healthy, effective and efficient, we are successful. All of the office overhead, reporting, accounting, financials, insurance, oversight and management of all programs are paid out of this line item.

For the TAC Rules and Regulations, we are allowed up to, but not exceeding, 20% of the organization’s new annual revenue to cover administrative expenses, which are identified in detail in the actual document. The intent of the administrative budget is to cover costs incurred in the implementation of approved marketing methods/funded by the lodging facility use tax.

$316,000.00

The administrative budget is critical to the operations and management of Glacier Country Tourism and all the overhead costs it takes to do what we do. There are three positions supported from this budget along with rent, utilities, insurance, travel, office supplies, telecommunications, IT, internet, etc. In FY 2020, our total revenue was $1,858,097 with $377,619 allowable for admin but we budgeted $318,000. Total spent was $305,281.87 which is 18% (maximum allowed is 20%).

This marketing method was successful as it achieved what we had hoped as measured in our overall objectives/results below. This line item is critical to our ability to operate an organization and cannot operate without and therefore will certainly continue to use it in future years.

Glacier Country FY21 Pie Charts FINAL.pdf

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<th>Marketing Support</th>
<th>TAC/Governor’s Conference meetings</th>
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<td>This line item allows each organization to have a dedicated pool of funding to cover the travel related expenses for the executive director or designated responsible party for these meetings.</td>
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America’s nonprofits rely on the public trust to do their work. That is why it is so important that nonprofits continuously earn the public’s trust through their commitment to ethical principles, transparency and accountability. Glacier Country Tourism is accountable to the Tourism Advisory Council and the Montana Office of Tourism and Business Development to administer the lodging facility use tax according the rules and regulations outlined by contract with the State of Montana.

This line item will be measured by how many of the required meetings we were able to attend as required. These include three or four TAC meetings and the Governor’s Conference on Tourism and Recreation each year.

Destination marketing organizations (DMOs) funded by the lodging tax are required to attend all TAC meetings and the Governor’s Conference of Tourism and Recreation. This requirement is stated in the TAC rules and regulations which are part of the administrative rules of Montana.

$1,500.00

The regions and CVBs (DMOs) are required to attend numerous meetings throughout the year and this budget allows us to lessen the burden of travel costs from our administrative budget. It is very helpful and of great assistance to all of us. Glacier Country Tourism’s President CEO was able to attend all the required meetings this year. We find this line item very successful in our efforts and will continue to use it in the future. COVID-19 brought about the overwhelming adoption of video conferencing which allowed for meetings to occur from the safety of our own homes or offices. All the required meetings were held virtually this year so we did not incur any expense.

Glacier Country FY21 Pie Charts FINAL.pdf

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<td>Professional development is extremely important for several reasons. First and foremost, it adds to an individual’s personal fulfillment, sense of value to the organization, job satisfaction and keeps employee turnover to a minimum. Secondly, but</td>
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*Companies that offer professional

In this budget year our professional development budget provided attendance at several events for employees but due to COVID-19, we only attended one event – U.S. Travel Association’s Educational Seminar for Tourism Organizations (ESTO)
Marketing Support

Professional Development

certainly an equally important factor, ongoing professional development keeps individuals and organizations abreast of cutting edge trends to keep us competitive and to increase the effectiveness of our efforts. When we can, we try to make sure all employees participate in at least one training pertinent to the industry and/or position. Glacier Country Tourism currently has five individuals who would utilize this budget for professional development. Employees have attended U.S. Travel Associations Educational Seminars for Tourism Organizations (ESTO) and Simpleview Summit in past years.

development opportunities have 34% higher retention rates.* "When looking for work, 54% of people say opportunities for career advancement are more important than salary." "Employees with professional development opportunities are 15% more engaged." By Elizabeth Mazenko, Professional Development & Your Bottom Line, January 10, 2018

We will measure success in the number of trainings we are able to send staff to along with a brief description of the training. Success on our marketing efforts, positive work environment, low employee turnover and sense of industry pride translates to successful professional development.

Not for profit organizations are not where someone works for personal financial reward but it is for professionals who desire an interesting industry and are keener on experience, cultural exchanges, diversity and learning. If a small investment in professional training can add to a person's job satisfaction then it is well worth the cost.

Glacier County Tourism has a Sales and Marketing Assistant whose time is dedicated to supporting all marketing, earned media and tourism sales activities in order to promote the overall mission of Glacier Country Tourism. This position is responsible for supporting development, implementation and tracking of our marketing projects and programs and maintaining strong relationships with organizations, region and industry partners. See attached job description.

"Brands can seize opportunities to personalize consumer experiences, even before they embark on a trip. With more travelers turning to digital for assistance, marketers can connect with customers when they first express intent through online inspiration or research. Travel companies can segment their audiences, combine first- and third-party data, and use machine learning to connect with customers. As traveler behavior continues to evolve, expectations will continue to rise. Navigating these changes can be challenging, but digital provides more opportunities than ever for marketers to meet traveler intent and expectations at every turn. And that's a trip worth taking." Google/Phousawright Travel Study 2017

We measure success in this area by monitoring the work being done by the employee and ensuring they are completing the work as outlined in the job description. This person acts as an internal project manager and assists with most every marketing related program – consumer, group and PR and earned media. There are several marketing methodologies in those segments that fall within this person's scope of work. The successful completion of those methods and reporting will be outlined in those evaluations.

Having marketing support personnel allows us to be productive effectively and efficiently productive and meet project and program deadlines. Creating a solid support system with qualified and passionate team members allows us to maximize our efforts being more effective and efficient.

Glacier Country Tourism started its Visitor Information Center (VIC) Assistance Program in FY 1994. The program was designed to aid smaller chambers or organizations that are not directly funded by the Montana Accommodations Tax and need financial support in order to staff their visitor center property. The program runs from Memorial Day to Labor Day. Our FY 2020 funding program will provide staffing assistance up to $8,000/VIC for staffing for qualifying organizations.

66.4% of travelers rely on the opinions of in-person and/or through direct contact (email, text, etc.) for travel inspiration. The State of the American Traveler, Destination Analysts

We will measure success by the number of VICs we were able to fund along with closely monitoring the stats provided by the VICs at the end of the year. Each funded VIC evaluates the year and compares with the two previous years in their completion report due in our office in October. Our VIC committee evaluates the reports and applications.

The VIC grant program is very much an outreach program supporting our rural tourism community partners. We continue to see enthusiastic appreciation for the funds. The numbers of overall visitors using these personal travel assistance services is strong which does nothing but strengthen our intent to continue this program.

We were able to fund nine visitor information centers (VICs) in Glacier Country in 2021. Those VICs provided personal travel counseling to 7,224 people which is an increase of 2,561 over the previous year. The top five states/countries people were visiting from Montana, California, Washington, Florida and Texas. See the attached PDF report for complete details. We find great value in assisting our communities to have manned visitor information centers and to provide important customer service/experience training and plan to continue this program in the future.

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

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66.4% of travelers rely on the opinions of in-person and/or through direct contact (email, text, etc.) for travel inspiration. The State of the American Traveler, Destination Analysts

We will measure success by the number of VICs we were able to fund along with closely monitoring the stats provided by the VICs at the end of the year. Each funded VIC evaluates the year and compares with the two previous years in their completion report due in our office in October. Our VIC committee evaluates the reports and applications.

The VIC grant program is very much an outreach program supporting our rural tourism community partners. We continue to see enthusiastic appreciation for the funds. The numbers of overall visitors using these personal travel assistance services is strong which does nothing but strengthen our intent to continue this program.

We were able to fund nine visitor information centers (VICs) in Glacier Country in 2021. Those VICs provided personal travel counseling to 7,224 people which is an increase of 2,561 over the previous year. The top five states/countries people were visiting from Montana, California, Washington, Florida and Texas. See the attached PDF report for complete details. We find great value in assisting our communities to have manned visitor information centers and to provide important customer service/experience training and plan to continue this program in the future.

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

### FY 2021 Sales + Marketing Assistant Reports.pdf

- **$5,000.00** which is the only national forum where destination marketing professionals at the state, regional and local level get critical tools, tips and information to help them better market and grow their destinations.
- This year, our CEO, Tourism Sales Manager and P/REarmed Media Manager attended. The topics most widely addresses this year were ones related to recovery, destination stewardship, diversity/equity/inclusion, data aggregation and advocacy.
- This marketing method was successful to the extent we were able to utilize it in light of group events being cancelled across the world. We plan to continue to use this method in our future marketing efforts.

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<tr>
<td>Marketing Support</td>
<td>VIC Staff/Customer Service Training</td>
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<td>This budget provides for an online DMO system called Simpleview and an online grant system called Submittable. Simpleview is a customer relationship management (CRM) system specifically designed for destination marketing organizations (DMO) combining relationship management tracking, contact records, reporting, communications, financial tracking, etc. with group tour, meetings and convention and FIT sales, public relations, marketing, reporting and more. This industry-specific and DMO tested CRM is created for all areas of business we serve - not just external but internal as well. Basically all parties related to the activity.</td>
<td><strong>Glacier Country Tourism believes strongly in customer experience training. Friendly hospitality is vital to providing a good overall customer experience and training is not only helpful, but critical.</strong> We contract with Flathead Valley Community College to develop a program that can be held in communities and open to all ages. We feel there is a strong demand for this broad-based community training.</td>
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<tr>
<td>We will measure success in our ability to be more effective, efficient with partner data and marketing efforts. We will provide various reports to show how we continue to use the tool to support our overall marketing efforts.</td>
<td>&quot;Excellent customer service improves public persona and strengthens your brand. If you're interested in public perception, your reputation or the strength of your brand, you absolutely have to insure a high quality of customer service. Not only does this result in positive reviews, but it helps to solidify you in the minds of anyone searching for your type of business, services or information.&quot; R.L. Adams, Entrepreneur</td>
</tr>
<tr>
<td>A constant struggle we have is keeping the information we need to strategize, implement, manage and report our overall efforts current. Over the past ten years, our organization has become increasingly diversified and complex which has led to multiple sources of data we have tried to maintain.</td>
<td>Our overall plan to measure success is the continual growth and success of this program and the number communities who host it and people who participate. Our trainer tracks these training sessions with a sign in sheets/registrations.</td>
</tr>
<tr>
<td>We supported this program with paid social media advertising so we could increase awareness of this valuable education opportunity to a much broader audience across Western Montana. We are thrilled to provide quality training to people who act as hospitality ambassadors to our state. Session attendance this year was 18 locations with multiple people for the Customer Service Essentials and 15 locations attend the Conflict Management class. Both of these were recorded and are available on Glacier County Tourism's Partner Center. We will hold at least 1 live session of every spring. See attached report. This marketing method was successful as it achieved what we had hoped as measured in our overall goals/results below. We find great value in customer service/experience training and plan to continue this program in the future. FY 2021 relevant objectives/results:</td>
<td>Customer service training provides valuable tools and skills helping provide positive experiences. In FY 2019, we sent the grant application to 21 organizations, awarded funding to nine VICs and hope to provide training in up ten communities. In FY 2020, we hope to increase the number of trainings.</td>
</tr>
<tr>
<td>Glacier Country Tourism continues to find great value in providing customer service/experience training to businesses and communities who want it. In FY 2021 we partnered with the University of Montana College of Business to develop and implement two of three planned customer service courses. We were able to conduct both of them by Zoom free of charge. All funded visitor information centers (VICs) had their travel counselors attend these trainings as required by our VIC grant program.</td>
<td><strong>$30,000.00</strong></td>
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<tr>
<td>FY 2021 relevant objectives/results:</td>
<td>Fund Chamber/Visitor Information Centers: Actual 9 VICs</td>
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</tbody>
</table>

### Marketing Support

<table>
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<tr>
<th>Partner Support</th>
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</tr>
<tr>
<td>We are happy to announce that both of these courses have been completed by our participating centers. In FY 2021, we held 22 trainings in 10 locations.</td>
</tr>
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</table>

### Education Outreach - Trainings

See attached.

FY 2021 Simpleview Reports.pdf
Submittable is a grant management software for organizations like Glacier Country Tourism. It allows us to maximize the impact of our grant programs with its online software.

Submittable manages grants applications for grantmakers helping us streamline and simplify our grants process. It is a cloud-based grants management system allowing us to virtually accept and review any digital content—all in one submission solution platform - assessible from anywhere with internet access. Applicants can submit and track the process of the grant as we review and track it. All communications and reports are submitted online allowing our staff and board to save hundreds of hours administration and travel.

We can run these reports by partner, community, pitch, earned media, referral, etc. Submittable has streamlined our processes, reduce redundancies, and increase efficiencies, specifically in the review process. It also allows us to track communications and post-grantee reports.

We continue to see the incredible value of the system for all our marketing programs. It has become a critical part of our day-to-day operations.

We have a PDF that includes some sample reports to show the power of this tool for our organization overall specifically for tracking and reporting.

Submittable is also increasingly valuable allowing us to effectively and efficiently process our grants. In FY 2021, we received 69 submissions for various programs including our cooperative marketing match grants, VIC grants, recreate responsibly partner program, applications to become a board member and board member compliance agreements.

This marketing method was successful as it achieved what we had hoped as measured in our overall goals/results below. We plan to continue to use this method in our future marketing efforts.
We plan to use several sources of research to aid us in planning and strategizing our promotional efforts. We measure and analyze data from our past and current efforts (internal analytics and SurveyMonkey) as well as look to professional individuals and organizations such as Montana Institute for Tourism and Recreation Research, Destination Marketing Association International, American Marketing Association, Skift, DestinationThink, Ridgetop, Google and others.

To support the often tenuous task of researching and qualifying our travel media and digital influencers, we use Meltwater and Klear. Meltwater and other similar services such as Cision are media databases that help us find the right journalist or outlet and their preferred contact method all in one search thus providing us information to target travel and tourism influencers. This valuable service is a “who’s who” of today’s top influencers and allows enables us to align our pitch with a media outlet’s editorial calendar.

"Conduct research to understand the market around you and how it is affected by tourism. Whether you operate directly in the tourism sector, such as by running a bed and breakfast, or indirectly by offering goods and services in which tourists may be interested, it’s beneficial to understand how your business is affected by tourism. By conducting tourism research, you may be able to identify a new segment of your audience.”

Importance of Tourism Research, Anam Ahmed
Reviewed by: Jayne Thompson, LLB, LLM

We will measure success by ensuring this critical investment is used to track our overall goals and objectives as presented in our overall results. Some of the data our research investment tracks is earned media, travel trends, hotel/short term rental occupancy, ADR, RevPAR and social media performance.

Research always plays a major role in what we do whether it assures our planning efforts are on target or if it is in analyzing how our efforts are performing. Making sure we have the right data, statistics, personnel/consultants and tools is key to Glacier Country Tourism’s overall success.

Marketing Support

Printed Material

Glacier Country Tourism produces various print collateral materials to support our projects and programs. These pieces are produced as necessary. Print material is useful in many ways: it is physical, it hangs around, it adds legitimacy, it is a great conversation starter, it reaches those who aren’t internet savvy (or even connected in any meaningful way) and it drives business.

Print is still very important for a host of reasons. The difference today is simply that it should now act in concert with digital marketing: as a driver, complement, reminder, and/or conversation starter.

Integrating Print Collateral with Online Marketing, ICEF Monitor

We will measure success by monitoring how many print pieces we produce and for what purposes. If possible, we will record how many were distributed - as an example, we will state the number of one-sheets we print for our travel trade events for FIT, group and meetings and conventions. Print projects are collateral support which result being shown in overall end of year goal results.

As part of our inspiration and orientation to increase consumer, group, international FIT and meetings and conventions, we produce print collateral to support these efforts. Producing a low cost yet effective piece that complements other efforts is extremely effective.

Marketing Support

Research

$70,000.00

FY 2021 relevant objectives/results:

- Maintain Social Media Reach From FY20: Actual 27,895,254/44% Change
- Increase Social Media Audience By 2.5% Over FY20: Actual 396,257/2% Change
- Increase Media Stories By 1% Over FY20: Actual $13,104,061,36/14% Change
- Revenue Indicators For Performance:
  - Stabilize Lodging Tax Revenue Compared To 2019 (Not 2020): Actual $13,292,308/32% Change
  - Monitor RevPAR By 1.5% (STR): Actual 57,325/7.7% Change
  - Monitor RevPAR By 1.5% (AirDNA): Actual 246/90.7% Change

Lodging tax dollars allow Montana to have a presence amongst travelers who have many options when it comes to selecting a vacation destination. Despite its proven return, tourism promotion continues to be underestimated and efforts. In this budget year we used this budget to pay for the Skift research service, Smith Travel Reports (STR) which tracks accommodation occupancy, average daily rate and RevPAR and for our media planning and tracking service – Meltwater/Klear. AirDNA which tracks short term rental data. Destination Analysts for weekly industry trend reports during COVID, Visa/Value for visitor credit card spend Zartico which is a destination operating system that allows us to feed much of this information into a single dashboard. It too gives us access to geolocation data for mobile devices traveling to and through the region. We plan to continue to use relevant and current research reports and tools moving forward. Good research leads to sound marketing decisions. It also helps us monitor if our methods are meeting our goals and objectives.

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

<table>
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<th>Performance:</th>
<th>$70,000.00</th>
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We supported the education outreach efforts of Voices of Montana Tourism (Voices). Having an organization concentrate on sharing what the value of tourism is to Montana and engage in healthy and proactive conversations that keep tourism top-of-mind as it relates to Montana’s economy is critical to our long-term sustainability. We are happy to help support this organization and their efforts to educate the public about the power of the tourism industry and how it impacts our state.
Marketing Support  
Part of Glacier Country Tourism’s vision and mission statement. Voices of Montana Tourism serves as a united voice for Montana’s tourism stakeholders. Since its creation in 2011, Voices has led the effort with education and outreach to communicate the immense value a sustainably-grown tourism industry provides for all Montanans.

Support Promotional Items
Marketing Support

Glacier Country Tourism plans to purchase custom promotional items we can present in our sweepstakes winner boxes and hand out to travel media, trade operators and press at group and FIT shows as well as some luncheon shows. All items will be appropriate for the audience and be something useful that will be kept and used.

“Consumers want products that are, first and foremost, useful to them, especially when it comes to the more practical items when it comes to the more practical items. That’s why it’s up to us to communicate tourism’s value in order to elevate its recognition, respect and support in Montana. We must be champions of this industry to ensure tourism continues to thrive.”

Promotional Items
FY 2021 Promotional Items

Glacier Country Tourism makes an online digital asset management system that is highly functional, caters specifically to DMOs and is very affordable. This online system allows us to catalogue and search with keywords and thumbnail previews. Each asset with its caption information can be delivered in multiple formats ensuring the right file in the right format and is instantly available for internal and external use. To date, we have approximately 15,000 accessible assets with several hundred more to be uploaded and categorized. We use a top-tier service with hundreds of assets and provide unlimited storage/hosting and clips our video assets into usable bits for sharing and production.

We as a marketing agency and management system, 97% of marketers claim that videos help customers understand products. (Hubspot)

Live video will account for 13% of traffic by 2021. (Cisco)

90% of consumers claim a video will help them make a purchasing decision. (Social Media Today)

We will measure the success of this method by monitoring the total number of images (still + video) from photographers/videographers at the end of the year and by the number of new digital assets we add each year to the system.

As the number of digital assets and services we employ continue to grow and diversify, our need to have a flexible and multifaceted tool to store, manage photo and video rights and organize those images increasingly becomes more challenging. We require a service that helps us public relations and marketing efforts to organize, store and deliver all our marketing collateral or media assets, such as pictures, logos and videos. It needs to be easy to use, immediately accessible, effective.

For FY 2021, we plan to purchase 10 promotional items:

- 50 Co-branded Candles
- 75 Pet Bowls
- 40 Coolers
- 400 Stickers
- 50 Posh Chocolates
- 50 Felt Totes
- 200 Baggie Bags
- 50 Beanies
- 250 Brand Giveaway Boxes

This year, Glacier Country produced 10 promotional items:

- 50 Co-branded Candles
- 75 Pet Bowls
- 40 Coolers
- 400 Stickers
- 50 Posh Chocolates
- 50 Felt Totes
- 200 Baggie Bags
- 50 Beanies
- 250 Brand Giveaway Boxes

AFS Marketing Fund in FY 2021

This method was successful. We met our objective. Voices distributes messaging via its monthly e-newsletter that has a distribution of 450+ (legislatures, local policymakers, tourism partners and the general public). As a Voices partner, Glacier Country Tourism receives a presence and directory link on the voicesoftourism.com website. This method will be continued in the future as it is an effective and efficient means of outreach, partner support and advocacy for tourism in Montana.

We will measure success by tracking how many items we order and how many are distributed for various projects such as media efforts, FAMs, etc. Items that are creative and unique represent Western Montana’s Glacier Country – authentic and memorable. Outside of monitoring how many items we order and distribute one year to another, where “true” success comes into play is having someone mention how much they like it and seeing someone still using it or wearing it.

Promotional items, if done properly, can be extremely effective in building brand awareness and building relationships. Items that are creative and unique can make a product, service, destination or experience memorable. We put a great deal of thought into the items we select. Is it useful? Is it on brand? Is it audience appropriate? Is the price appropriate? Is it a quality item?

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<th>Outreach</th>
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<tr>
<td>Glacier Country Tourism has created a Community Relations and Outreach Plan. The creation of this plan is not only a good idea but is absolutely necessary. As a regional tourism bureau covering an area the size of many states, brand marketing and partnership development has been the primary focus. Individual community involvement in these efforts has not always been strong, leaving much of the product identification up to the marketing team.</td>
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<tr>
<td>We will measure success in our ability to provide educational events with one of our partners (region, CVB or MOTBD) or hosting an event of our own. Helping businesses succeed and increasing the sense of industry pride and support translates to successful outreach.</td>
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<tr>
<td>Education and outreach is extremely important for several reasons. First and foremost, it adds to a business’s ability to succeed by staying current with industry trends, challenges, marketing opportunities and knowledge of economic importance to Montana. It is also equally important to provide ongoing programs for individuals and organizations to affordably stay abreast of cutting edge trends to keep them competitive and to increase the effectiveness of their efforts. When we can, we try to provide and support relevant, useful and cost-effective workshops and outreach support.</td>
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<td>In FY 2021, we held our Spring Glacier Country Tourism Summit. We had sessions about how to integrate Leave No Trace into brand messaging, basics of social media, delivering on your promise to the customer, building your business to maximize opportunity, increasing customer base with the help of DMOs, examining current travel trends, research and consumer sentiment. The virtual event was 3.5 hour morning event each of the two days. We had 74 registered attendees. The virtual format provided an efficient way for speakers and attendees to participate and was our most successful on record. We plan to model our next summits after this one.</td>
<td></td>
</tr>
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<td>This marketing method was successful as it achieved what we had hoped as measured in our overall goals/results below. We plan to continue to use this method in our future marketing efforts.</td>
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Travelers are more motivated to travel by adventure than they were in the past. This year, there is also a increased preference for hyper-local, unique, and transformative travel experiences. Travelers are specifically looking for experiences that will change their world perspective. Travelers are also more thoughtful about the environment and their own personal wellbeing than they have been in the past years, and both of these things will have strong ramifications when it comes to their travel preferences and behaviors.


Glacier Country Tourism has created a Community Relations and Outreach Plan. The creation of this plan is not only a good idea but is absolutely necessary. As a regional tourism bureau covering an area the size of many states, brand marketing and partnership development has been the primary focus. Individual community involvement in these efforts has not always been strong, leaving much of the product identification up to the marketing team.

Education Outreach - Workshops SUMMIT Final.pdf

Education Outreach - Workshops SUMMIT Final.pdf
Outreach is increasingly critical for destination organizations (DOs) as local, state, federal and global environments change. Historically, the focus of outreach efforts was on community stakeholders and elected officials but now includes the community at-large. This shift also requires DOs to be more proactive about telling their own story, being genuine, inclusive, transparent and sharing their passion for the destination. Destinations International (DI) briefing paper, Finding Our Companions, recommends we ask ourselves a series of questions including:
- What are the community needs?
- Who are DOs helping?
- Who is the customer?
- Why do DOs do what they do?  

Beth Godin, author of the book 'This is Marketing,' suggests the answer to these questions is that destination promotion is for the benefit and well-being of every person in a community. Destination promotion is a vital investment to develop opportunities and build quality of life to benefit the people of a destination. According to Made in America: Travel's Essential Contribution to Economic Development, by U.S. Travel Association, "Residents can be champions of a destination or detractors if they do not see the value in increasing visitor demand. As tourism demand continues to increase, destination marketing organizations have the added responsibility of engaging with and creating advocates with local residents as well."

We will measure success using the following performance targets:
1. Develop and implement a pro-tourism outreach program that will result in an ongoing effort to help support the tourism industry for future years.
2. Increase partnership growth year over year. GCT has recently approved a new partnership program that allows all businesses and organizations who provide products and services - directly and indirectly - to the visitor to partner with GCT.
3. Increase partnership with local governments and leadership organizations who provide pro-tourism messaging to targeted audiences.
4. Participate in events by where GCT leadership has the opportunity to present pro-tourism messaging to targeted audiences.
5. Implement workforce survey by the end of 2021.
### Publicity Travel/Trade Shows

**Glacier Country Tourism has attended and participated in a number of targeted trade shows with media exchanges over the years, specifically international foreign independent travel.**

Our earned media manager has attended the IPW (formerly International Pow Wow) media exchange for many years and found this to be a highly effective marketing method.

Three years ago, we started attending International Media Marketplace (IMM). IMM is now established as the industry’s leading event for the media to meet travel and tourism brands. Exhibitors enjoy a dedicated branded table where they can meet top travel journalists, editors and broadcasters to discuss their news, events and developments. As a single-day networking and relationship-building opportunity for journalists and travel & tourism brands, IMM is unparalleled.

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<tr>
<th>Description</th>
<th>FY 2021 IMM Event Report.pdf</th>
<th>$5,000.00</th>
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<tr>
<td>Travel trade shows for travel writers, bloggers and digital influencers are a highly effective and efficient method of promotion from a destination marketing organization. Our earned media manager attended one virtual show this year – IMM. We paid registration for TBEX but it has been postponed and our registration fees will roll forward to that event when it happens. She met with media who were seeking information for stories. She had 24 appointments with media at IMM. View the attached document to see show reports and pitch sheets. From our reports we can see that earned media is especially suited to solve the problem and barrier toward achieving their marketing objectives. Outsell analyzed marketers’ rating of the problems and gaps that plague them and has found that two items specifically measure the problems that earned media is especially suited to solve. These key results show that 72% rate &quot;Difficulty identifying and engaging with right prospects at the right time&quot; as a problem and barrier toward achieving their marketing objectives. The No. 1 ranked factor for allocating spending is &quot;Maximizing pre-qualification of our prospects&quot; (2013 through 2016). In earned media, influencers self-select and have a multiplier effect influencing many others to convert at higher rates than paid media. This makes earned media especially effective in increasing prequalification of prospects and increasing engagement with the right prospects. Outsell, Inc. We measure success in this area by producing a show report, tracking the contacts made and summarizing key takeaway information. Any earned media will be tracked via Methwater, Klear + Simpleview - tracking earned media reports for each article and post. With so much competition in and out of the United States, standing out from the crowd from other destinations can be a challenge especially when it comes to earned media. Digital influencers have added to that: is that person paid or not, are they on brand, do they produce and do they have a strong audience? Using resources such as Methwater, Klear and Clion help but nothing beats one on one meetings. Just as travel trade has been doing for many years, earned media is increasingly using speed networking as a method to create opportunities to develop new media relationships and strengthen existing ones. Timed one on one appointments are a great way to pitch stories and destinations.</td>
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### Publicity Marketing/Publicity Personnel

**Glacier Country Tourism has a PR and Earned Media Manager who develops, manages and monitors our publicity projects and programs. Every year, our publicity efforts result in strong performance with both travel writers, travel bloggers and digital influencers. We plan to continue our current efforts with a support budget for trade media shows, media events, press trips and familiarization funding to be flexible and responsive for those who host and those we promote.**

See attached job description.

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 2021 PR + Earned Media Manager Reports.pdf</th>
<th>$46,000.00</th>
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<tbody>
<tr>
<td>This person is dedicated to working with travel media representatives associated with print, online and digital influencers – including social media. Earned media (or free media) refers to publicity gained through promotional efforts other than paid media advertising, which refers to publicity gained through advertising, or owned media, which refers to branding. We continue to see extremely positive results from having on-staff publicity and earned media personnel. We plan to continue to maintain this position as it allows us to not only save money but be much more effective and efficient. Our publicity program extends into many of our program areas ensuring consistent messaging and voice. It also allows us to host proactive media trips and be responsive and assist media who contact us directly or who are working with partners. This person worked on seven media events and responded to countless other media requesting assistance. We tracked 49 different articles/stories for a total earned ad value of $3,104,061. We absolutely plan to continue this program as the earned media we receive this year was not half what our total bed tax budget was. The exposure from these events contributed to $3,104,061 million in ad value. Total exposure was 376,433 circulation, 606,031,908 unique visitors, 31,000 broadcast viewership, 5,784,673 social audience with reach of 864,301. Our ROI for this program overall is 34 to 1. For every $1 spent, we received $34 in return. FY 2021 relevant objectives/results: Increase Trade Show Database By 4% Over FY20: Actual 2,547/5% Change Increase Media Stories By 1% Over FY20: Actual $3,104,061 36-14% Change</td>
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</tbody>
</table>

A Northeastern study found that on average, increasing a brand’s social media output of owned media by 10 percent saw a 7 percent increase in brand awareness, a 4 percent increase in customer satisfaction, but only a 3 percent decrease in purchase intent. The same percentage increases in earned social media output led to significant increases across all three categories. Earned media refers to media exposure earned through these relationships with PR and earned media program that fall under this person’s PR and earned media program. The successful completion of those methods and reporting will be outlined in those evaluations. We measure success in this area by monitoring the work being done by the employee and ensuring she is completing the work as outlined in the job description. There are several marketing methods that fall under this person’s PR and earned media program. Travel content is meant to inform and inspire, providing people the tools they need to finally book a trip they’ve been meaning to take, whether it’s a weekend getaway or a bucket list adventure. Problem is that brochures, travel agents and websites do not appeal to all consumers these days. Travel content marketing efforts are focused on sharing information about regional stakeholders in promoting key messages and experiences to the traveling public with travel writers, TV show producers, documentary film crews, social media content creators and others. In some cases this is done by collaborating with partners to bring these people to our region and in other cases we gather and send assets like editorial, images and video content or links to various travel media outlets. Earned media refers to media exposure earned through these relationships with the hospitality sector. Marketers rate owned media as the most effective of the three types. But earned media is widely rated as more effective or equally effective as paid media. Up to 81% Rate Earned Media as More Effective or as Effective as Paid Media. Outsell analyzed marketers’ rating of the problems and gaps that plague them and has found that two items specifically measure the problems that earned media is especially suited to solve. These key results show that 72% rate "Difficulty identifying and engaging with right prospects at the right time" as a problem and barrier toward achieving their marketing objectives. The No. 1 ranked factor for allocating spending is "Maximizing pre-qualification of our prospects" (2013 through 2016). In earned media, influencers self-select and have a multiplier effect influencing many others to convert at higher rates than paid media. This makes earned media especially effective in increasing prequalification of prospects and increasing engagement with the right prospects. Outsell, Inc. We measure success in this area by producing a show report, tracking the contacts made and summarizing key takeaway information. Any earned media will be tracked via Methwater, Klear + Simpleview - tracking earned media reports for each article and post. With so much competition in and out of the United States, standing out from the crowd from other destinations can be a challenge especially when it comes to earned media. Digital influencers have added to that: is that person paid or not, are they on brand, do they produce and do they have a strong audience? Using resources such as Methwater, Klear and Clion help but nothing beats one on one meetings. Just as travel trade has been doing for many years, earned media is increasingly using speed networking as a method to create opportunities to develop new media relationships and strengthen existing ones. Timed one on one appointments are a great way to pitch stories and destinations. |
Glacier Country will continue to work with travel media and digital influencers to tell the many stories of Western Montana. This will be done through proactive and reactive press visits to our region to provide these storytellers with a first-hand experience of what Montana has to offer. We will host group visits, as well as individual media visits. In addition to consumer focused media outlets, we also work with book authors and trade publications. We find having a strong publicity program strengthens our marketing effort and brings exceptional value and return on investment for our overall promotion program.

<table>
<thead>
<tr>
<th>FY 2021 relevant objectives/results:</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Increase Overall Consumer Response By 2% Over FY20: Actual 2,133,457/15% Change</td>
</tr>
<tr>
<td>- Maintain Social Media Reach From FY20: Actual 27,695,254/44% Change</td>
</tr>
<tr>
<td>- Increase Social Media Audience By 2.5% Over FY20: Actual 396,257/2% Change</td>
</tr>
<tr>
<td>- Increase Use of Responsive Website By 2% Over FY20: Actual 1,829,028/15% Change</td>
</tr>
<tr>
<td>- Increase Consumer Lead Database By 2% Over FY20: Actual 1,327,894/10% Change</td>
</tr>
<tr>
<td>- Increase Media Stories By 1% Over FY20: Actual $3,104,061.36/-14% Change</td>
</tr>
</tbody>
</table>

We will host media outreach trips that will allow us to bring Montana to various target markets and ensure members of the media in those markets key media outlets who feature our story or tourism experience as a result of hosting a media trip or pitching a story.

Earned media placement on trusted outlets can validate your owned content and give your brand third-party credibility. With each additional mention in the press, your credibility increases. For instance, a past study by Ogilvy found that journalists agree (65 percent) that the more the media covers a brand, the more credible the brand appears.

We will measure success of this method through our show reports and earned media report which provides detailed results we were able to track during this budget year. A strong earned media program is supported with a budget covers costs associated with travel expenses when media comes to Glacier Country to write about the destination. Depending on the nature of the assignment of the person on assignment, we can assist with accommodations, suggested itineraries, passes to attractions and more.

Glacier Country’s earned media plan was very successful last year especially considering that we were limited in our efforts to host media. We assisted/planned 8 media trips and financially assisted with five of them. One event was proactive. See attached itinerary. We absolutely plan to continue this program as the earned media we receive this year along was almost twice what our total bed tax budget was. We spent $4,084 and earned $3,104,061 million in ad value. Total exposure was 376,433 circulation, 606,031,908 unique visitors, 31,000 broadcast viewership, 5,784,673 social audience with reach of 864,301. Our ROI for this program overall is 34 to 1. For every $1 spent, we received $34 in return. See complete earned media report.

Due to file size constraints, the media articles/posts scans were not able to be uploaded but are viewable upon request. This marketing method was successful as it achieved what we had hoped as measured in our overall goals/results below. The effectiveness and efficiency of doing events like this are extremely good and we plan to continue to use this method in our future marketing efforts.

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Cynthia Dial 10.11.2020.pdf
### Publicity

**Press Promotions/Media Outreach**

For the past several years, Glacier Country has had a crisis management in place to ensure we are ready to share a clear, concise and accurate message with our visitors. This plan includes our efforts working directly with media as well as sharing a communication tips sheet with our businesses so they can better understand the dos and don’ts when talking with visitors. We will continue to have an updated crisis plan that can be implemented if and when necessary. New this year will be dos and don’ts around social media posts and messaging. We plan to evaluate it by monitoring if we were able to effectively implement it and minimize negative effects from the crisis that triggered it.

*Good crisis communication planning may be one of the best investments you ever make. No other activity in the initial hours, days and weeks of a crisis has the potential to mitigate its effects so significantly. It helps limit the negative impact of a crisis by addressing the information needs of all industry stakeholders in an efficient, timely and responsible manner.*

Destination Management During a Crisis, Jim McCaul

As the crisis team in the Glacier Country region came together to strategize, we determined that we needed to not only prepare to respond reactively but we needed to be proactive as well. We created a digital outreach plan to help prepare people in advance of a crisis. We will measure success of the campaign by tracking impressions, clicks, click thru rate and cost per thousand.

**Crisis Management**

Glacier Country Tourism plans to use familiarization tours as one of our overall efforts to support our identified consumer markets, B2B programs and social media. For many years, this has allowed us to develop a collaborative and broad-based approach to discovering and developing content, experiences and itineraries for consumer and group travel. We will continue this effort by using a portion of our budget to identify product so we can better capture, pitch/refer and host travel and trade professional(s).

While it can be tough for travel brands to gain ground within their own category, content can open doors to scaling across the travel industry. As Deloitte’s 2017 industry outlook report points out, travel is fragmented across many micro experiences. The secret to growth may lie in capitalizing your brand as a content platform that enhances the customer’s entire travel experience – particularly in areas that go beyond the services your own business provides.

We will measure our success by tracking our overall our efforts via our earned media report that tracks all editorial exposure by month, event/activity it was attributed to, the earned ad value and circulation. Ultimately a successful publicity program comes down to earned media consistency and quality of voice and tone, strong messaging and strong relationships with media

Familiarization tours are an effective way to identify and share tourism product throughout the region. Armed with this information and firsthand knowledge of the experiences, we are able to strategize how that product can be promoted through various programs and plan logistics for itineraries and host on-the-ground consumer and B2B press trips and tours throughout all nine corridors of our eight county region.

### Publicity

**Fam Trips**

Glacier Country Tourism plans to use familiarization tours as one of our overall efforts to support our identified consumer markets, B2B programs and social media. For many years, this has allowed us to develop a collaborative and broad-based approach to discovering and developing content, experiences and itineraries for consumer and group travel. We will continue this effort by using a portion of our budget to identify product so we can better capture, pitch/refer and host travel and trade professional(s).

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<table>
<thead>
<tr>
<th>Budget Item</th>
<th>Description</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Fam Trips</td>
<td>We leveraged the FAM budget to support content gathering and itinerary development for all our consumer and B2B efforts. We also maximized use of our familiarization trips by taking photos/video and gathering information to use in our consumer and B2B blogs and group social media efforts. This is a highly effective element of our overall program allows us to develop highly effective and cost-efficient itineraries and stay abreast of what is happening in our region so we can pitch unique stories to travel media and digital influencers.</td>
<td>$10,000.00</td>
</tr>
<tr>
<td>$5,000.00</td>
<td>No lodging tax funds were spent. With the state of travel, we felt it was not a good time to do in person media events quite yet. We will be using this method in the future.</td>
<td></td>
</tr>
<tr>
<td>$1,000.00</td>
<td>Being prepared for harmful situations is imperative. It is important to map out potential negative scenarios and have a PR plan for each one helping to minimize the negative effects of the situation or event.</td>
<td></td>
</tr>
<tr>
<td>$1,000.00</td>
<td>We will measure success of the outreach plan to help prepare people in advance of a crisis.</td>
<td></td>
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</table>
| $10,000.00 | We will measure our success by tracking our overall our efforts via our earned media report that tracks all editorial exposure by month, event/activity it was attributed to, the earned ad value and circulation. Ultimately a successful publicity program comes down to earned media consistency and quality of voice and tone, strong messaging and strong relationships with media

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| $0.00 | No lodging tax funds were spent. We will be using this method in the future. | |
### Marketing Method Budget

<table>
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<tr>
<th>Marketing Segment</th>
<th>Marketing Method</th>
<th>Bed tax funded budget</th>
<th>Non bed tax funded budget (optional)</th>
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<td>Fam Trips</td>
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<td>Marketing/Publicity Personnel</td>
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<td>Marketing Support</td>
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<td>Marketing Support</td>
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<td>Marketing Support</td>
<td>VIC Funding/Staffing/Signage</td>
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<tr>
<td>Marketing Support</td>
<td>Outreach</td>
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### Marketing Support

- Partner Support: $5,000.00 $0.00
- Printed Material: $5,000.00 $0.00
- Research: $70,000.00 $0.00
- Fulfillment/Telemarketing/Call Center: $109,000.00 $0.00
- Administration: $316,000.00 $0.00

**Total:** $712,500.00 $0.00

### Publicity

- Marketing/Publicity Personnel: $46,000.00 $0.00
- Fam Trips: $10,000.00 $0.00
- Travel/Trade Shows: $5,000.00 $0.00
- Press Trips: $40,000.00 $0.00
- Press Promotions/Media Outreach: $5,000.00 $0.00
- Crisis Management: $1,000.00 $0.00

**Total:** $107,000.00 $0.00

**Total Marketing Support and Publicity:** $1,986,500.00 $0.00

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### Miscellaneous Attachments

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### Reg/CVB Required Documents

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<td>Application for Lodging Tax Revenue, Pledge of Understanding and Compliance and Certificate of Compliance FY 21</td>
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