



**Grant Details**

**108656 - FY22 Region/CVB Marketing Plan**

113959 - FY22 Gardiner CVB Marketing Plan

DOC Office of Tourism

**Grant Title:** FY22 Gardiner CVB Marketing Plan  
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**Comments**  
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**Community & Brand Support**

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

The small hamlet of Gardiner, known as "Nature's Favorite Entrance to Yellowstone National Park", is located in southwest Montana at the North Entrance to Yellowstone National Park. Nestled

between the Absaroka-Beartooth and the Gallatin Mountain ranges, Gardiner is surrounded by approximately 10 million acres of public lands. The community enjoys year-round access to the Yellowstone River--the longest free-flowing river in the lower 48 states. Since the early 1880's, Gardiner has served as the original entrance to Yellowstone National Park and is graced by the historic Roosevelt Arch, dedicated by President Theodore Roosevelt in 1903.

Our community's small-town Montana charm, natural splendor, and abundant wildlife make it a unique "home on the range" for our nearly 900 residents. Year-round access to Yellowstone's Northern Range truly differentiates Gardiner from other Yellowstone gateway communities. The community also enjoys a rich history as the original entrance to Yellowstone National Park, which has left a flavor of Old West heritage evidenced by historic buildings and the Roosevelt Arch.

In response to the COVID-19 pandemic the Gardiner Chamber of Commerce & CVB continuously evolved our marketing message making it clear to travelers that when the time was right Gardiner was ready and welcome to traveler's business. It has been a little over year since the emergence of COVID-19, and Gardiner has experienced significant impact, both economically and with visitation levels. Though Yellowstone was closed for over two months, visitation was down only 9% for 2020, which can be interpreted to mean that once the gates reopened June 1st, that visitors made up for lost time. Specifically, the North Entrance Gate counts from July – December 2020 in Yellowstone were up by double digit percentages year over year. With Yellowstone experiencing their highest October visitation on record with just over 360,000 visitors, surpassing the previous record by 43%. With higher visitation Gardiner experienced a new type of traveler(s), many that had never come to a national park before, many that did not plan ahead, and many that were unaware of how to properly respect the landscape and how to recreate responsibly. (See attachment: YNP 2020\_2019 Gate Counts.PDF)

With this in mind, our campaigns will still echo past successes – highlighting Gardiner's extensive local wildlife, small town charm, and historic past – and incorporate new messaging that educates on how to travel responsibly and respect Gardiner's landscape. To ensure a successful recovery from the impacts of the COVID-19 pandemic, from both an economic and safety standpoint of our residents, we recognize that above all else Gardiner's marketing message must be flexible – we are committed to doing just that.

**Strengths:** Our charming small town offers relaxing hospitality while providing full-service amenities. Many Gardiner restaurants offer local and sustainably grown produce and Montana raised beef. Visitors will find a diverse selection of accommodations including modern hotels and inns, rustic cabins, quaint cottages, relaxing B&B's, and vacation rentals. Our all-inclusive guest ranches offer our visitors horseback riding and fishing by day, and cowboy cookouts and campfires by night.

Year-round access to Yellowstone National Park and easy access to Forest Service and BLM lands provide visitors with an array of recreation opportunities. These include whitewater rafting, ziplining, cross-country skiing and snowshoeing, photography, wildlife watching, hiking, fishing, and soaking in hot springs.

Gardiner is currently enjoying the successful completion of a \$24-million-dollar infrastructure improvement as part of the nationally recognized Gardiner Gateway Project. The project's completion now provides visitors with vital amenities such as walkways, safer traffic routes, a Gardiner Visitor Information Center with public restrooms, and the Roosevelt Stage in Arch Park. The Institute for Tourism and Recreation Research (ITRR) released a report in 2018 showing that visitor perceptions of Gardiner have improved since the infrastructure development, especially in the areas of cleanliness, well-maintained storefronts, and community friendliness. (See attachment Gardiner MT\_Visitor Perceptions Image and Spending Before.PDF)

**Challenges:** On July 14, 2020, Gardiner's downtown was severely impacted by a devastating fire that started in the kitchen of one of our dining establishments. It destroyed 4 buildings, 8 businesses, many jobs, and residential apartments. The immediate impact required for us to close multiple days due to the toxic smoke, but the long-term impact is exponential. There were three dining establishments destroyed (two of which held liquor licenses), and in an already small community with limited dining and beverage options, the loss of these establishments has severely impacted the visitor experience in town. Our existing dining businesses felt the increased impact, to the extent that they could not store enough food to get through a dinner rush. We foresee that the upcoming season will have these challenges continue.

A new challenge that revealed itself was the overuse of the recreational areas surrounding Gardiner. As campgrounds filled in Yellowstone, they also filled outside the park, which resulted in problematic behavior of dispersed campers that included leaving human waste, camping in hazardous roadways, illegal camping, illegal fires, and trespassing. Our local ranger district is doing all they can to mitigate this behavior, but they are limited as funding is reduced and staff are already serving as much as possible to Gardiner and surrounding areas.

The workforce has been dramatically reduced for the Gardiner area due to the inability to hire foreign J-1 employees, and businesses suffered last season as a result. Most businesses that relied on J-1's had staffing shortages that often resulted in irregular hours and inconsistent schedules. The lack of a strong workforce has undoubtedly served as a direct impact to the visitor experience.

Additional challenges include residential housing shortages, the unchecked emergence of short-term rentals creating a lack of affordable housing, public/private wildlife controversies, and lack of year-round staffing. In the winter and shoulder seasons, the lack of year-round staffing and a much lower visitation rate make it difficult for businesses to remain open resulting in a shortage of accessible visitor amenities. Gardiner's remote location also presents issues for visitor access and awareness. When all park roads are open, some visitors may choose to bypass Gardiner on their way to Yellowstone National Park. Lastly, added challenges will be navigating the final phase of the Gardiner Gateway Project which includes adding an additional lane and kiosk to improve traffic flow and reduce lines into the park. This phase will not be completed until end of 2021 and will cause delays for travelers entering Yellowstone through the North Gate.

**Opportunities:** While 2020 visitation exceeded expectations set by the pandemic, we still see the largest opportunity for tourism growth in Gardiner to be in the winter and shoulder seasons. According to National Park Service vehicle gate counts for 2020, October through March only contribute to approximately 26% of total North Entrance visitation. The primary goal of our long-term marketing efforts will continue to be focused on attracting more visitors from October through May in addition to adding an element of education and management to ensure that our landscape remains intact for future visitors to enjoy.

**Brand Pillars:** Gardiner aligns perfectly with the state's brand pillars. Located at the heart of the Greater Yellowstone Ecosystem, Gardiner is surrounded by unspoiled nature with beautiful vistas and

landscapes that are home to some of the most abundant and diverse wildlife in North America. Gardiner prides itself as the historic gateway to Yellowstone's natural wonders. Our messaging focuses on the area's abundant wildlife, destination management and education, authentic and local hospitality, and year-round recreational activities as the only year-round entrance to Yellowstone National Park.

**Describe your destination.**

**Inspiration:** We will continue to inspire potential visitors through a multi-faceted marketing plan that includes print, digital and video advertisements, and engagement. We'll focus on the elements of Gardiner that make it unique and desirable – particularly the abundance of wildlife, small town charm, and historic ties to Yellowstone National Park.

**Orientation:** We'll continue to build out Gardiner-specific website content including blog posts, events, activities, lodging, and winter season opportunities to message Gardiner as a destination unto itself, in addition to a comfortable and authentic base camp to Yellowstone National Park.

**Facilitation:** Our Visitor Information Center and friendly, accommodating business owners will help facilitate visitors to Gardiner, Montana. Trip planning materials, recommendations, and complimentary Wi-Fi are available for visitors at the Gardiner Chamber of Commerce Visitor Information Center. Our mobile-friendly website as well as our comprehensive travel guide serve as valuable resources for our visitors throughout all phases of the travel decision process, with an added emphasis on planning ahead, and how to recreate well.

**Optional: Include attachments here**                      YNP 2020\_2019 Gate Counts .pdf

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

The target market for increasing all visitation remains the geo-traveler. Efforts will target promoting the outdoors to the authentic experience seeker and wildlife enthusiast.

**Adventurous families:**

Couples and families, ages 45-54

College-educated

United States: especially from California, Texas, Washington

Affluent \$80,000+ per year

Interested in travel

Source: Yellowstone National Park Visitor Study Report. FY21 VisitGardinerMT.com Google analytics

**Mature Nature-Based Travelers:**

Interested in visiting Yellowstone National Park and partaking in activities such as scenic driving, day hiking, wildlife watching, and nature photography.

Most often from Washington, California, Idaho, Illinois, and Utah

Affluent \$75,000 + per year

Median age 60

Travel in couples

Source: Yellowstone National Park Visitor Study Report. FY21 VisitGardinerMT.com Google analytic

*b. What are your emerging markets?*

**Visitors with novice experience of recreating in the outdoors and have not planned far in advance for their trip.**

In 2020 Gardiner experienced a new type of traveler(s), many that had never come to a national park before, many that did not plan ahead, and many that were naive of how to properly respect the landscape and how to recreate responsibly. As COVID-19 affected the travel industry in unprecedented ways a shift into a road trip vacation began. With record breaking visitation in Yellowstone throughout 2020 the GCVB also broke records with over 36,000 visitors passing through our doors from May – September. With the halt on international travel, it is concluded that these guests were domestic. (See 2020 Completion Summary.pdf)

**International Visitors interested in Yellowstone National Park**

International visitors most often from Canada, India, United Kingdom, Australia, Germany, and China.

International visitors particularly from Canada, the United Kingdom, Australia, Germany, and France appear to be an emerging market for Gardiner, Montana. Data from 2019 Gardiner Visitor Information Center Visitor surveys show that Chinese visitors have declined and visitors from Canada, the United Kingdom, and Australia were our most common countries of origin for international travelers.

VisitGardinerMT.com Google analytics data from FY20 supports this information; it shows that most international website users were from the aforementioned countries – India with 4,119 users, Canada with 1,615 users, the United Kingdom with 1,031 users, France with 701 users, Germany with 598 users, and Australia with 521 users.

VisitGardinerMT.com Google analytics data from FY21 also supports this information; it shows most international website users were from the aforementioned countries – India with 4,590 users, Canada with 371 users, the United Kingdom with 470 users, and China with 578 users.

Although these markets have been on our radar thanks to tracking information from the Gardiner Visitor Information Center, the more regular use of Google analytics by Gardiner CVB staff has helped bring these emerging markets to the forefront of our attention. In FY22 we will continue to test these emerging target markets through using targeted social media posts and continued visitor tracking at the Gardiner VIC.

With the halt in foreign visitation in response to the COVID-19 pandemic it is important to keep international markets top of mind as travel restrictions begin to lessen. To support this target market it is important to reflect on past data in which foreign visitation was not limited.

**Source:** See attachments in miscellaneous attachments: 2019 Completion Summary GCVB, 2020 Completion Summary & FY20 VisitGardinerMT.com Google analytics.

**Optional: Include attachments here.**

*c. What research supports your target marketing?*

Drawing from information outlined in the Gardiner Visitor Information Center data, ITRR reports, results from our digital ad campaigns through our web agency TDG, and VisitGardinerMT social media/Google analytics, we believe our target markets can be divided into three categories: adventurous family travelers, mature geotrailers, and international visitors.

Additionally, based on data from the Gardiner Visitor Information Center and Destination Analysts infographics our emerging markets can be identified as visitors with novice experience in national parks, last minute trip planners, road trippers, and International visitors interested in Yellowstone.

In the attached document you will see detailed metrics supporting both our target and emerging markets. We thought it pertinent to include our emerging markets supporting metrics as they are a large part of our FY22 Marketing Plan and will continue to affect the landscape of our town. Before reading it is important to note the countries the in the Google Analytics Demographics FY2021. You will see that India, Pakistan, Indonesia, Mexico, and Brazil are among our top 10 domestic and international visitors to the VisitGardinerMT website and we have not identified them as a target market. After discussing the traffic with our web agency, TDG, it was found that while these were top visitors to the site the audience's the bounce rate was extremely high and amount of time spent on the site was extremely low. We concluded that these were most likely informational campaign bots and not a potential target market.

- Promote Gardiner in a way that we can anticipate exceeding the forecasted bed tax collections.
- Increase visitor travel to Gardiner and the Yellowstone Country region in the winter and shoulder seasons.
- Digital Campaigns: based off the metrics from the FY21 spring digital campaign (see attached FY21 TDG Digital Campaigns Compiled Overview), which used a mix of photo and video assets, we have set the following goals in terms of engagement for our future FY22 fall, winter, and spring campaigns.
  - Clicks: increase clicks by 15%
  - Impressions: increase impression by 30%
  - Video engagement rate: maintain video view rate of 35.57%
  - Create a visitation conversion tracking (call to action) tool for our digital campaigns to better monitor campaign success.

**Increase our digital presence:**

Instagram: increase followers overall by 7.5% each quarter

- Quarter one 7.5% or 7,863
- Quarter two 7.5% or 8,425
- Quarter three 7.5% or 9,056
- Quarter four 7.5% or 9,735

Facebook: increase followers overall by 5% each quarter

- Quarter one 5% or 46,176
- Quarter two 5% or 48,484
- Quarter three 5% or 50,908
- Quarter four 5% or 53,453

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

We would like to continue to participate in Joint Ventures with MTOT as our budget allows. As a smaller organization with limited funding, these opportunities to participate in larger campaigns and content creation are invaluable.

Specifically, if MOTBD were to offer a joint venture that focused on recreating responsibly and destination management the GCVB would be extremely inclined to participate.

We have found great success in online advertising as a cost-effective means of promoting our brand and would like to continue to seek out options for content creation and online advertising campaigns - especially to showcase our new seasonal promotional videos which were completed in FY19.

Yellowstone National Park Visitor Study Report 2019.pdf

**Optional: Include attachment here.**

FY22 Gardiner Target and Emerging Markets Supporting Data.pdf

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

We would love to participate in Joint Ventures with Yellowstone Country and regional CVBs as our budget allows. Specially we have found great value in; seek to pursue joint ventures that use a mix of digital and print media and provide the GCVB travel leads.

Additionally, if a joint venture were to arise that would bring influencer(s) and/or travel writer(s) to Gardiner in the winter months we would be interested. We feel that Gardiner offers a highly desirable winter experience with our abundant wildlife, opportunities for cross-country skiing, and oversnow tours in Yellowstone National Park.

Lastly, if our region or another CVB were to offer a joint venture that focused on recreating responsibly and destination management the GCVB would be extremely inclined to participate.

Due to budget constraints, it would be valuable to us to partner with Yellowstone Country or other regional CVBs in order to make this happen in FY22.

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

**Yellowstone Country – Warm Season Print Cooperative**

In FY20 we were able to partner with Yellowstone Country and three other Chamber/CVBs on their Warm Season Print Cooperative. This was a two-page spread included in Sunset Magazine, Midwest Living Magazine, and Northwest Travel Magazine. There was also one page for Yellowstone Country and one page including Gardiner, Big Sky, Red Lodge, and Bozeman. This joint venture has been successful. It not only gave up exposure in national publications but has provided us with over 1,400 valuable travel leads. We have been able send each potential traveler a Gardiner visitor guide, sign them up for email communications specifically our quarterly travel e-newsletter, and add them to our leads database that we can use for years to come.

**Yellowstone Country-TripAdvisor**

For several years now we have participated in the TripAdvisor Pages Joint Venture offered through Yellowstone Country. TripAdvisor is a key platform for destination marketing, and we have found the ability to have a presence on this site and the ability to provide content to be moderately successful. We hope to see improvements in our banner ad and click through rates and impressions in the future and will continue to monitor the metrics of these ads to determine if we want to continue this program in FY22.

**MTOT RootsRated JV-**

In FY18 we took advantage of the match program with RootsRated to create custom content for our webpage and online platforms. With limited staffing we are not able to create content as frequently as we would like, and we have found that blog posts and articles are key drivers to our webpage. Unfortunately, we were disappointed in the partnership overall; we provided our own local writers and received very few original photo assets (most were public domain photos available on the Yellowstone NPS Flickr page). It has proven easier and more cost effective to hire local writers directly to produce blog content.

Optional: Include attachments here.

Optional: Include attachments here. Gardiner Montana\_ Visitor Perceptions Image and Spending Before.pdf

Optional: Include attachment here:

**Marketing Segment, Method & Budget**

Marketing Segment	Marketing Method	Describe your method.	Provide supporting research/statistics.	Describe the quantifiable measurements for success including Regulations requirements.	Estimated budget for method.	Marketing Method Evaluation	Add'l Atchmnt
		<p>Our website is the most comprehensive information source for travelers planning to come to the Gardiner area. For many it is the first point of contact we have in sharing our destination and what experiences and amenities our area offers.</p> <p>In FY22 we will continue routine maintenance on VisitGardinerMT.com as well as add a few new features including, but not limited to:</p> <ul style="list-style-type: none"> <li>Streamlining our winter specific web content to reflect our main site tourism</li> </ul>	<p>The majority of travelers are now using the internet to plan, book, and research their vacations. Having a well-rounded web presence is essential to marketing a destination.</p> <p>The VisitGardinerMT website was only down 1.35% in FY21 compared to FY20. While traffic has increased year over year historically, we believe that this dip was due to the COVID-19 pandemic and travel restrictions as our web agency has informed us that many of their other clients experienced similar dips in traffic due to the pandemic. We do not anticipate website visitation to decrease in FY22. See attached analytics from FY21.</p> <p>Results from a June 2019 online survey of 2,025 respondents, all had traveled at least once &amp; at least 50</p>	<p>Success will be measured by monitoring organic visits to the new camping landing page. Additionally,</p>		<p>This method was successful. In total the organic visits to the new camping landing page were 502 direct visits or 17.49% of the total visits (2,870 visits) for FY22 (See attachment FY22 Visit Gardiner MT Camping.png).</p> <p>When comparing visits to the dining landing page from</p>	

<p>Consumer</p>	<p>Website/Internet Development/Updates</p>	<p>directory, making it easier for consumers to navigate.</p> <ul style="list-style-type: none"> <li>Add a camping information landing page that will serve as an educational tool for visitors; as a landing page for our Google Key words ad campaign</li> <li>Updating our Dining Directory to include a weekly restaurant schedule that can be updated in real time. We hope that this tool will help offset the impact felt by our dining establishments in 2020, due both to COVID-19 and overwhelming demand that was experienced after a fire destroyed three restaurants in Gardiner.</li> <li>Adding our promotional videos to our site.</li> <li>Creating a visitation conversion tracking (call to action) tool for our digital campaigns to better monitor campaign success.</li> </ul>	<p>miles away from home in the last 12 months for leisure or personal reasons asked "How do you typically use your mobile phone to find inspiration or ideas on where to travel?" on statista.com found that 36.5% of respondents said they used social media websites for travel inspiration or ideas. Source: <a href="#">please click here</a></p> <p>In August of 2020 Destination Analyst asked 1,250 respondents including Millennials/Gen Z, Gen X, and baby Boomers to answer "PLEASE THINK ABOUT HOW TRAVEL DESTINATIONS COULD BEST REACH YOU WITH THEIR MESSAGES RIGHT NOW. WHERE WOULD YOU GENERALLY BE MOST RECEPTIVE TO LEARNING ABOUT NEW DESTINATIONS TO VISIT? (PLEASE SELECT ALL THAT APPLY)" with the options being: Websites found via a search engine, email, online content, (articles and blogs), Facebook, Advertisements on the internet, Instagram, text messages, Twitter, APPs on mobile phone, Pinterest, Tik Tok, and digital influencers. Overwhelmingly websites found via a search engine ranked as the highest across all markets aside from Millennials/Gen Z in which Instagram and Facebook ranked first and second. This shows the importance a website plays in trip planning. See attachment DA_Marketing channels travelers feel most receptive to V2.pdf</p> <p>See attachment:DA_Online Trip Resources Milli vs. Boomer.pdf</p>	<p>seeing an increase in visits to our dining landing page compared to FY21.</p> <p>We will also measure overall success of our website using Google analytics to see increased traffic to the website. Specifically, we would like to see an increase in our website visitors by 15% compared to FY21 or 136,275 people.</p>	<p>\$7,100.00</p>	<p>FY21 to FY22 visits were up 69.46% demonstrating the importance of the new dining guide (See attachment FY22 Visit Gardiner MT Dining.png).</p> <p>When comparing website traffic from FY21 to FY22 visits were up 18% or 164,433 people, exceeding the goal of 15%. (See attachment FY22 Visit Gardiner MT Overview.png).</p> <p>The GCVB will continue to use this method in the future to make sure we are providing up to date online information for potential visitors as well as appropriate imagery and text to foster trip planning inspiration.</p>	<p>FY21 Google Analytics Yearly Report Visit Gardiner MT .docx</p>
<p>Consumer</p>	<p>Social Media</p>	<p>In FY19, Gardiner's Facebook following increased by a 30% followed by a 25% growth in FY20, and 13.4% increase in FY21. From FY19 to FY20 Gardiner's Instagram following increased 53%; from FY20 to FY21 Gardiner's Instagram following has increase further by 57%.</p> <p>To continue to increase our audience reach and brand exposure we will use targeted social media boosts and paid likes ads on a variety of social media content including wildlife photos, blog post links, videos, community events, and community members that align with the Gardiner brand. In addition, we plan to work with local social media influencers to create content for our Instagram, such as reels or IGTV videos, in hopes to broaden our reach across this ever-evolving</p>	<p><i>"53.6% of the world's population uses social media. The average daily usage is 2 h and 25 m" Source</i></p> <p>A special report done by Datareportal in July 2020 examining the growth of social media usage in response to lockdown during the COVID19 pandemic found key takeaways</p> <ul style="list-style-type: none"> <li>Many digital habits formed during lockdown have endured, despite the easing of restrictions</li> <li>Global TikTok use has surged, but future growth may be more challenging</li> <li>Instagram has reached a big new audience milestone</li> <li>Search behaviors are evolving, with important implications for brands</li> </ul> <p>Source &amp; Source See Att: Datareportal July 2020 Special Report</p> <p>The results from a June 2019 online survey of 2,025 respondents, all had traveled at least once &amp; at least 50 mi. from home in the last 12 months for leisure or personal reasons asked <b>"How do you typically use your mobile phone to find inspiration or ideas on where to travel?" on statista.com found that 36.5% of respondents said they used social media websites for travel inspiration or ideas. Source: <a href="#">click here</a></b></p> <p>In August 2020 Destination Analyst asked 1,250 respondents including Millennials/Gen Z, Gen X, &amp; baby Boomers to answer "PLEASE THINK ABOUT HOW</p>	<p>We will track the success of paid boosts, likes, and ads by gauging reach and engagement over the next year using Facebook and Instagram analytics. We will track and report annually the amount of followers for Facebook and Instagram. Our overall goal is to increase Facebook followers by 20% or 53,453 followers and increase</p>	<p>\$16,800.00</p>	<p>The GCVB considers this method a success even though we did not meet the overall goals set for increasing followers on the platforms for each quarter, the GCVB still increased our following on both platforms Facebook followers by 10% to 48,466 followers and Instagram followers by 17% or 8,955 followers. Due to staffing turnover and the June Yellowstone National Park Floods scheduling posts and engaging on social media can be challenging at times however the GCVB was still able to have a substantial increase in our following in the midst of challenges and throughout constant algorithm changes. See Attachment FY22 Visit Gardiner Social Media Tracking.pdf.</p> <p>Additionally, the GCVB saw success with boosted posts. Our boosted posts focused on area events, such as the Gardiner Christmas Stroll, Yellowstone International Arts Festival, annual horse drive, and rodeos, our</p>	<p>FY21 Social Media Yearly Report Visit Gardiner MT.pdf</p>

		<p>platform.</p> <p>We will also work with local writers to create content for our VisitGardinerMT blog to assist visitors with travel planning, inspire future trips, and increase time spent on our website.</p>	<p>TRAVEL DESTINATIONS COULD BEST REACH YOU WITH THEIR MESSAGES RIGHT NOW. WHERE WOULD YOU GENERALLY BE MOST RECEPTIVE TO LEARNING ABOUT NEW DESTINATIONS TO VISIT?" options being: Websites found via a search engine, email, online content, (articles and blogs), Facebook, Advertisements on the internet, Instagram, text messages, Twitter, APPs on mobile phone, Pinterest, Tik Tok, and digital influencers. The results found that Instagram (28.6%) and Facebook (28.3%) came in first and second for Millennials/Gen Z. While this market is not a target market of the GCVB it is an emerging market. This shows the importance of social media platforms when it comes to trip planning and inspiration for future trips. See att: DA_Marketing channels travelers feel most receptive to V2.pdf</p> <p>See att: social media analytics from 2020-2021.</p>	<p>Instagram followers by 33% or 9,735.</p>		<p>Goodness grows in Gardiner Campaign (an effort to humanize Gardiner and the people that work here), and blogs from Visit Gardiner MT. See Attachment FY22 Visit Gardiner MT Social Media Ad Spend.pdf</p> <p>The GCVB will continue to use this method in the future to promote our brand awareness, and engagement to our website, to encourage repeat visitors to Gardiner and educate travelers and locals alike on responsible recreation and destination management practices.</p>	
<p>Consumer</p>	<p>Photo/Video Library</p>	<p>The GCVB is still missing several types of images from our photo catalog including candid shots of people eating, shopping, culture etc. We will create a desired list of the images we feel are missing in our collection and put out a request to local photographers for high resolution photos for which we will own exclusive rights. These photos will then be available for use on the website, print advertising campaigns, social media advertising campaigns, online advertising campaigns and promotional products.</p> <p>We would also like to have funds on hand to film a Destination Management "What to Expect" video of Gardiner.</p> <p>Lastly, Yellowstone National Park's Sesquicentennial is in 2022 and we would like to have money on hand if there were an event we would like photos/video of.</p>	<p>Because people respond positively to visual content, simply adding a relevant photo to your print, online and social media campaigns can grab someone's attention. Brilliant images can increase engagement and traffic. Research has shown that including images and video in marketing is important for some of the following reasons</p> <ul style="list-style-type: none"> <li>When people hear information, they're likely to remember only 10% of that information three days later. However, if a relevant image is paired with that same information, people retained 65% of the information three days later. Source</li> </ul> <p><b>Outsell Inc.   outsellinc.com</b></p> <p>In the paper, <b>The Earned Media Opportunity: Actionable Insights from Marketing Leaders</b>, Outsell analyzes the effectiveness of digital and traditional marketing methods for lead generation and brand awareness for B2C and B2B firms, as well as views on earned media. Findings include:</p> <p><b>Audiences view earned media as the most authentic and trustworthy form of marketing; Earned media was rated as "More" or "As Effective" as paid media</b> by 81% of small firm marketers vs. 73% at large firms; and B2B and B2C marketers agree that pull marketing methods such as social engagement and analyst evaluations are more effective than push marketing methods such as native advertising.</p> <p>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. 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</p>	<p>Success of this method would be determined by the ownership of 5-10 high resolution photos and/or the completion of a "what to expect" video for use in advertising campaigns and on social media for the next several years.</p>	<p>\$5,000.00</p>	<p>This method was not successful as we did not expend any funds towards the method. The GCVB did not use this marketing method as no opportunity arose in which we saw a justified way to use the funding. While it was not utilized the GCVB will continue to use and budget for this method in the future as we would like to be able to build out our photo/video library as necessary.</p>	



			increasing engagement with the right prospects.				
Consumer	Joint Ventures	<p>In the coming year Gardiner plans to leverage partnerships with the State, Yellowstone Country, and regional partners.</p> <p><b>Yellowstone Country</b> We would like to continue to partner with Yellowstone Country on the TripAdvisor program as well as have the ability to participate in fam tours, print, and digital marketing opportunities like we were able to do in FY20 and FY21.</p>	<p>The GVCB was able to participate in multiple Joint Ventures with Yellowstone Country in FY20. The following is in house research and statistics supporting continuing joint ventures.</p> <p><b>Yellowstone Country</b> TripAdvisor: The GCVB partnered with Yellowstone Country for them to sponsor our Trip Advisor landing Page. It garnished a total of 149,524 impressions and 10,045 clicks. [Attachment Gardiner YCountry JV Reports &amp; Materials]</p> <p>Lee MT Newspaper Network: The GCVB partnered with Yellowstone Country on a series of banner ads that were positioned through the Lee Montana Newspaper Network site. It garnished a total of 105,003 impressions and 124 clicks. [Attachment Gardiner YCountry JV Reports &amp; Materials]</p> <p>Crazy Family Adventure: The GCVB was able to partner with Yellowstone Country on one press/FAM trip in FY20, Crazy Family Adventure. Crazy Family Adventure was able to promote Gardiner to their 29.5 thousand Instagram followers including posting a 71 page highlight reel on their Instagram Story highlights and a 10 photo feature on their Instagram feed that received 214 likes. Additionally, we were featured on their Yellowstone Vacation blog post and a blog post specific to Gardiner on crazyfamilyadventure.com. The Yellowstone Vacation blog post has received 6,435 total page views and the Gardiner Montana post has received 9,965 page</p>	<p><b>Yellowstone Country</b> Success will be gauged on participation in: Lee MT Newspaper Network, Sojern, On the Snow, and Parents Magazine. We will measure success by tracking deliverables such as email leads, click through rates, earned media, impressions, etc. based on what is provided in each venture.</p> <p>Additionally, a .5%</p>	\$10,000.00	<p>This method was successful. The GCVB was able to partner with Yellowstone Country on three joint ventures: Lee Montana and a winter print Cooperative. The GCVB also partnered with BrandMT on three joint ventures: Sojern, On the Snow, and Parents Magazine Cooperatives.</p> <p>Lee MT Newspaper Network partnership with Yellowstone Country: This JV was successful. The GCVB partnered with Yellowstone Country on a series of banner ads that were positioned through the Lee Montana Newspaper Network site. It garnished a total of 446,260 impressions, 1,052 clicks, with a click-through rate of .24%. [See materials in attachment FY22 Visit Gardiner MT YCMI JV Reports &amp; Materials.pdf]</p> <p>The Winter Print Cooperative was a success the GCVB was featured in Free skier magazine and garnished 19,762 leads. [See materials in attachment FY22 Visit Gardiner MT YCMI JV Reports &amp; Materials.pdf]</p> <p>The Sojern Cooperative with Brand MT was successful. The GCVB partners with Brand MT for a series of Banner and native display ads that appeared throughout Sojern's ad network. It garnished a total of 1,057,838 impressions, 1,400 clicks, with a click-through rate of .13%. [See materials in attachment FY22 Visit Gardiner MT Brand MT JV Reports &amp; Materials.pdf]</p> <p>The GCVB will continue to utilize Joint Ventures with Yellowstone Country, MOTBD, and Regional Partners on projects as applicable to our marketing</p>	Gardiner YCountry JV Reports & Materials.pdf

			<p>views. [See materials and results in attachment CFA_JV Reports &amp; Materials]</p> <p>Warm Season Print Coop: This JV was successful. The GCVB was included on an ad featured in the following publications: Midwest Living (circulation 950,000), Sunset (circulation 800,000), &amp; Northwest (circulation 300,000). This ad was also featured on the publications summer landing page. From the landing page we have received over 936 traveler leads including address and email that we have sent travel packs to and can keep on hand to communicate with in the future. [See materials in attachment YCountry Warm Season Print Materials]</p>	<p>increase in website traffic over FY21 would deem success for any joint ventures we participate in.</p>		<p>plan. With having a small budget and partnering with other tourism organizations allows us the ability to enter bigger markets and leverage a team of experts that would otherwise be unavailable to us.</p> <p>The On the Snow Cooperative was successful. Through banner ads the GCVB garnished a total of 107,125 impressions, 77 clicks, with a click-through rate of .07% . It is important to note that while successful the GCVB will not participate in a cooperative with On The Snow again as it does not necessarily fit into our audience demographic. [See materials in attachment FY22 Visit Gardiner MT Brand MT JV Reports &amp; Materials.pdf]</p> <p>The Parents Magazine Partnership was successful. The GCVB was featured in the publication with an estimated circulation of 582,000 and received 151 leads. [See materials in attachment FY22 Visit Gardiner MT Brand MT JV Reports &amp; Materials.pdf]</p> <p>The GCVB saw an over increase in web traffic increase of 18% in FY22 deeming these joint ventures successful as well. (See attachment FY22 Visit Gardiner MT Overview.png)</p>	
Consumer	Printed Material	<p>We plan to use traditional printed materials in combination with digital marketing to best reach our audience. We have found that printed materials are good for brand recognition and support for our other marketing campaigns, especially those for events. Printed materials could include but are not limited to rack cards, posters, flyers, stickers, postcards, mailers, and window clings.</p> <p>Our primary goal is to promote Gardiner as a year-round destination. Summer visitors act as ambassadors for our community. We want to take</p>	<p>In FY21 the GCVB had to do one reprint our Gardiner postcard that are handed out to visitors. Meaning that over 1,200 Gardiner postcards were distributed to visitors. Additionally, the Gardiner logo stickers required two reprints of 1,000 stickers a piece in FY21 indicating that there continues to be demand for these stickers. These in house statistics support continuing to use this method.</p> <p>Results show that tested advertisements employing premium-print technologies convey a greater sense of uniqueness and prestige than conventional advertising, boost consumer attitudes toward an advertisement as well as toward the brand and enjoy higher ratings on</p>	<p>We will monitor the number of printed materials, including but not limited to stickers, brochures, postcards, and flyers, that visitors and other visitor centers request from us. Our goal will be to distribute at least 75% of the printed materials throughout the fiscal year before we need to do a reprint.</p>	\$1,000.00	<p>This method was successful as we met the objectives to distribute printed pieces to targeted audiences, walk in traffic and requests. Due to high demand the GCVB was able to order 100 more Visit Gardiner MT logo stickers and has distributed all 100 stickers this in turn raises our brand awareness.</p> <p>The GCVB will continue to use this method in the future</p>	

		<p>advantage of educating summer visitors on experiences they could have if they return in the winter or shoulder seasons as well as have them leave with information to pass along to their network on traveling in the Gardiner area.</p>	<p>measures of willingness to buy, positive word of mouth, and consumer willingness to pay a price premium. Source: <a href="#">please click here</a></p>	<p>The more stickers, postcards, etc. that are distributed the more awareness the public will have of Gardiner as a brand and destination.</p>		<p>to provide a positive experience for visitors and promote Gardiner brand awareness.</p>	
Consumer	Print Advertising	<p>We want to combine traditional advertising materials with digital advertising to create a comprehensive marketing plan. We hope to continue advertising in magazines and newspapers that we gauged as successful in FY20 &amp; FY21, such as Explore Yellowstone and the West Yellowstone Visitor Guide. We will also be open to new print advertising opportunities that have a digital component to promote shoulder and winter seasons and special events in the area during shoulder and winter season.</p>	<p><b>Destination Analysts</b>   <a href="https://www.destinationanalysts.com/insights-updates/">https://www.destinationanalysts.com/insights-updates/</a></p> <p>Print usage in travel planning has risen close to 50% of American leisure travelers and the use of DMO print visitor guides has risen to just over 20%. While this rise may not signal any longer term trend there is clearly no evidence of a long-term decline in print or DMO guide usage. According to the <i>State of the American Traveler</i>, an independent research report by Miles Partnership, <b>print has consistently shown strength and even slow growth in print usage over the last five years. 24.4% of travelers rely on offline media including TV, printed newspapers, magazines, etc. for travel inspiration.</b></p>	<p>The success of this method will be measured by the completed design and placement of 3 print ads in a variety of regional and local publications that focus on our target market. Success will also be measured by staying within budget.</p> <p>Additionally, a .5% increase in website traffic over FY21 would deem success for any print advertisement we participate in.</p>	\$3,300.00	<p>This method was successful. The GCVB placed three print ads in three different publications: Destination Yellowstone (West Yellowstone Visitor Guide) the Livingston Enterprise Fall Hunting Guide, and the Outside Bozeman Summer Issue.</p> <p>The West Yellowstone Visitor Guide had a distribution of 50,000 copies throughout Southwest Montana, surrounding states, and mailings at visitor requests.</p> <p>The Livingston Enterprise Fall Hunting Guide has a circulation of 15,000; is placed in The Livingston Enterprise, The Big Timber Pioneer, the Park County Super Shopper and on The Enterprise website and is distributed free at restaurants, motels, chambers of commerce and many retail outlets in Park, Gallatin and Sweet Grass counties.</p> <p>Outside Bozeman has a print distribution of 15,000 with a heavy focus on the surrounding area of Bozeman, as well as a strong digital presence: 32,000 on Social Media, 3,000 digital readers, 12,000 recipients through email marketing, and over 43,000 monthly visitors to their website. [See attachment FY22 Print Advertisements.pdf]</p> <p>The GCVB saw an over increase in web traffic increase of 18% in FY22 deeming these joint ventures successful as well. (See attachment FY22 Visit Gardiner MT Overview.png)</p> <p>Although the GCVB is more</p>	<p>FY22 Visit Gardiner MT Print Advertisements.pdf</p>

						focused on digital advertising, we will continue to use this method in the future to ensure we reach a demographic that prefers a more traditional medium.	
Consumer	Electronic Adv - Newsletter, E-blast	<p>Using leads generated in FY19, FY20, FY21, and new leads from VisitGardinerMT, we will continue to send out a quarterly newsletter that will include original blog posts, trip planning advice, articles, photos, and upcoming events. Our inaugural Quarterly Travel Newsletter had a 23.6% open rate and a 4.6% click through rate; our Spring 2021 e-newsletter had a 31.5% open rate and 6% click through rate. We have since extensively added to our audience and see this as a valuable communication tool to potential visitors. These funds will also be used to purchase targeted travel leads from National Park Trip Media Planner of individuals interested in traveling to Yellowstone in spring, summer, and fall. With these additional leads we will send we can send out targeted eblasts and trip planning materials to those specifically interested in visiting during the shoulder seasons. All e-blasts will be sent from our marketing platform MailChimp – in which these funds will be used to cover our subscription service to this program.</p> <p>It is important to note that we currently receive winter specific leads through National Park Trips Media Planner through our cooperative marketing partnership with Cooke City and the Northern Range.</p>	<p>GCVB Supporting research/statistics:</p> <ul style="list-style-type: none"> <li>Inaugural Quarterly Travel Newsletter in November 2019: 23.6% open rate, 4.6% click through rate</li> <li>Spring 2021 Quarterly Travel Newsletter in April 2021: 31.5% open rate, 6% click through rate</li> </ul> <p>Destination Analysts   <a href="https://www.destinationanalysts.com/insights-updates/">https://www.destinationanalysts.com/insights-updates/</a> 66.4% of travelers rely on the opinions of in-person and/or through direct contact (email, text, etc.) for travel inspiration.</p> <p>See attachment: DA_E-blast_Online Digital supporting research.pdf</p>	<p>Success will be measured by the size of our email subscribe list and maintaining open rates and click-through rates while staying within our budget parameters. Specifically, maintaining at least a 90% the subscriber base in our or email communications, a 35% open rate, and 6% click rate on our campaigns. Currently, we are at a 97% subscriber rate but as our audience grows, we believe maintaining a 90% rate would reflect success.</p>	\$6,500.00	<p>This method was successful. The GCVB exceeded our budget by only \$97.35 however, the additional cost incurred means that our audience grew larger than it was expected to which is a good thing.</p> <p>Specifically, the GCVB maintained a 98 % subscriber base, had an average open rate of 27%, and an average click rate of 6.3% on our campaigns.</p> <p>See attachment FY22 Visit Gardiner MT Email Blasts_ Examples and Reports.pdf</p> <p>The GCVB will continue to use this method in the future as a way to communicate with travelers via email as it has been proven successful year over year.</p>	DA_E-blast_Online Digital supporting research.pdf
						<p>This method was successful. The GCVB ran a winter and spring digital ad campaign. The GCVB did not run a fall digital campaign as in the fall of 2021 the area, including Yellowstone National Park received record-breaking visitation and we determined it was in our best interest not to run a fall digital campaign.</p> <p>It is important to note that after completing the winter digital campaign a backend budgeting error was discovered which affected the results of the campaign</p>	

Consumer	Online/Digital Advertising	<p>With the help of our web agency TDG, in FY22 we will focus on brand awareness campaigns designed to reach likely travelers to the Yellowstone region in the fall, winter, and spring of 2021 and 2022. These campaigns will mimic the campaigns we delivered in FY20 and FY21, all of which rendered impressive results. As in FY20 and FY21 the campaigns will utilize the Google ads network to serve our target audience a series of responsive display ads that focus on Gardiner's abundant wildlife and year-round access to Yellowstone and use our promotional videos. All campaigns will use a combination of advertising tactics including remarketing to individuals who are compelled to visit the VisitGardinerMT website. Within these campaigns, we plan to add component(s) that will help us better track visitor conversions from them, as Google has a large emphasis on conversion tracking; by adding a "call-to-action" our web agency feels it will improve our targeting and boost our engagement rates.</p>	<p>1. In FY20 we ran three different digital ad campaigns – all of which yielded impressive results showing that online advertising is worth the funding (See attachment: FY20 TDG Digital Campaigns Results Compiled).</p> <p>2. In FY21 we ran two different digital ad campaigns for summer 2020 and spring 2021. (See attachment FY21 TDG Digital Campaigns Compiled Overview.pdf)</p> <ul style="list-style-type: none"> <li>In response to the COVID19 pandemic we put marketing dollars towards a summer digital campaign Find your Space in Yellowstone the Summer" which performed extremely well and had the highest engagement rate our web agency had seen all year at that time.</li> <li>For our Spring 2021 digital campaign for the first time ever we ran a set of paid video ads on YouTube that ran on mobile, desktop, and smart TVs. Initially, both the four seasons and spring promotional videos were ran, but after seeing some initial performance data, a pause was put on the four seasons clip. As an awareness tactic, this ad group did very well: it generated about 228,000 impressions and came in with an engagement rate of about 35%, which is a bit above average.</li> </ul> <p>3. As of March 2019, a study by the World Internet Users Statistics found that 56.3% of the world's population is online, an increase in 1,104% in the last 10 years. 89% of North America's population is online. <a href="https://www.internetworldstats.com/stats.htm">https://www.internetworldstats.com/stats.htm</a></p> <p>4. In 2018, the #1 method nonresident visitors to Montana used to plan their trips was through an online search. (2018 ITRR Interactive Data Report). <a href="http://itr.umd.edu/">http://itr.umd.edu/</a></p> <p>5. Over 70% of U.S. travelers agree that they "always" use their smartphones when traveling, up from 41% in 2015. Travelers most frequently use their mobile devices to research activities or attractions, to locate shopping areas and restaurants, or to look up directions. (Google Consumer Insights, 2018)</p>	<p>Based off the metrics from the FY21 spring digital campaign, which used a mix of photo and video assets, we have set the following goals in terms of engagement for our future FY22 fall, winter, and spring campaigns.</p> <ul style="list-style-type: none"> <li>Clicks: increase clicks by 15% or 7,868</li> <li>Impressions: increase impression by 30% or 1,797,597</li> <li>Video engagement rate: maintain video view rate of 35.57%</li> <li>Create a visitation conversion tracking (call to action) tool for our digital campaigns to better monitor campaign success.</li> </ul>	\$20,000.00	<p>in turn causing performance to be well below what was expected. The web agency TDG credited our account to make up for the error and an email communicating the mistake is included in the attachment. Regarding the spring digital campaign, while the numbers reflected did not meet the success metric it is important to note that the campaign was run in a different time frame. See attachment FY22 Visit Gardiner MT TDG Digital Campaigns.pdf</p> <p><b>Winter 2021 - 2022 Digital: December 15, 2021 - February 9, 2022</b></p> <ul style="list-style-type: none"> <li>Impressions: 6.29 K</li> <li>Video Views: 84</li> <li>View Rate: 1.34%</li> </ul> <p><b>Spring 2022 Digital Campaign Display Only: March 1, 2022 - April 29, 2022</b></p> <ul style="list-style-type: none"> <li>Impressions: 547,072</li> <li>Clicks: 3,511</li> <li>Click Through Rate: .64%</li> <li>Conversion rate: .06% * conversion tool leading viewers to the Visit Gardiner MT Contact Us form was added.</li> </ul> <p>The GCVB also participated in two Tour of the Week features with Outside Bozeman, one in the winter and one in the spring. Both were successful in garnishing us local area exposure to their large audience base as both were promoted via email (13,000 plus subscribers) &amp; social media (32,000 plus followers).</p> <p><b>Outside Bozeman</b>          Winter: Tour of the Week of 2/23/23, Mammoth Adventure          Spring: Tour of the Week Biking 4/13/22, Far From the Maddening Crowds</p> <p>The GCVB will continue to use this method in the future, while some digital</p>	FY21 TDG Digital Campaigns Compiled Overview .pdf
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						campaign results did not perform as expected the GCVB considers this an anomaly as using our promotional video assets in video advertising and using funds toward a google keyword campaign have both historically garnished impressive results. With a small operating budget and as online trip planning continues to be the leading way travelers plan we believe that this medium of advertising is the best way: to get Gardiner as a destination in front of the potential traveler as well as the best benefit fiscally.	
Destination Management	Social Media	<p>The GCVB will use this money to boost posts on Instagram and Facebook to specific travel markets all with the educational component on what to expect when visiting Gardiner, recreating responsibly, camping, etc. Additionally, this will be used towards hiring out blog posts, social content etc. on the aforementioned subjects. This type of targeted social marketing will be key in capturing travelers who are planning their trip less in advance and more sporadically than in prior years.</p>	<p>A Destination Analyst survey of 960 respondents who plan to take 1 or more trips in 2021 were asked, "FOR YOUR NEXT LEISURE TRIP, HOW FAR IN ADVANCE WILL YOU (OR DID YOU ALREADY) BEGIN MAKING RESERVATIONS? FOR (hotel/lodging; airline; tickets to attractions or events; car rental) 45.7% will make reservations closer to their travel date than they would in a normal year. See: DA How far in ADVANCE Americans will Book Travel</p> <p><i>"53.6% of the world's population uses social media. The average daily usage is 2 h &amp; 25 m" Source</i></p> <p>A special report done by Datareportal in July 2020 examining the growth of social media usage in response to lockdown during COVID19 found key takeaways</p> <ul style="list-style-type: none"> <li>• Many digital habits formed during lockdown have endured, despite the easing of restrictions</li> <li>• Global TikTok use has surged, but future growth may be more challenging</li> <li>• Instagram has reached a big new audience milestone</li> <li>• Search behaviors are evolving, with important implications for brands</li> </ul> <p>Source &amp; Source See: Datareportal July 2020 Special Report</p> <p>Results from a June 2019 survey of 2,025 respondents, all traveled at least once &amp; at least 50 mi. from home in the last 12 m. for leisure/ personal reasons: <b>"How do you typically use your mobile phone to find inspiration or ideas on where to travel?"</b> 36.5% of respondents said they used social media websites for travel inspiration or ideas. Source: <a href="#">click here</a></p> <p>A August 2020 Destination Analyst asked 1,250 respondents Millennials/Gen Z, Gen X, &amp; Boomers "PLEASE THINK ABOUT HOW TRAVEL DESTINATIONS COULD BEST REACH YOU WITH THEIR MESSAGES RIGHT NOW. WHERE WOULD YOU GENERALLY BE MOST RECEPTIVE TO LEARNING ABOUT NEW DESTINATIONS TO VISIT?" Found Instagram 28.6% &amp; Facebook 28.3% came in 1st and 2nd for Millennials/Gen Z. This is not a target market</p>	<p>Success will be measured by the completion of boosted Facebook and Instagram campaigns and have an engagement rate of .75% compared to our follower base at the time of posting on each platform.</p>	\$3,500.00	<p>This method was successful. The GCVB boosted five different posts and campaigns through Facebook and Instagram each of with maintained a frequency of over .75%. See orange highlights ad campaigns in the attachment FY22 Visit Gardiner Social Media Ad Spend.pdf.</p> <p>The GCVB will continue to utilize this method as social media provides a tool to expand our reach to both targeted audiences through paid promotional posts and to a broader audience through organic post reach and user-generated content. It also assists us in reaching a targeted demographic, especially those that need more education regarding responsible recreation practices.</p>	DA_How far in ADVANCE Americans will Book Travel.pdf

			<p>of the GCVB it is an emerging market. This shows the importance of social media when it comes to trip planning and inspiration. See: DA_Marketing channels travelers feel most receptive to V2</p> <p>See: social media analytics from 2020-2021</p>			
Destination Management	Billboards/Out-of-Home	<p>In response to the COVID-19 pandemic, the new emerging markets, and a devastating fire that occurred in Gardiner on July 14, 2020 (further limiting dining options), we feel that there must be educational signage/messaging added in strategic locations to help manage the negative effects we have experienced from these crises.</p> <p>In FY21 we allocated funding under crisis management to place signage to manage the effects of the fire and COVID-19. While we are still finalizing plans for these signs (partnering with property owners and the local Forest Service district) we feel it is important to have money on hand to purchase additional signs, or other mediums of messaging, that will help manage/educate residents and visitors to Gardiner as concerns arises.</p>	<p>"An experimental study conducted by Reigner and Lawson (2009) examining the effects of messaging (indirect management) on visitor behavior at Haleakala National Park in Hawaii revealed that the type of messaging provided in visitor education materials can positively influence visitor behavior (in this case, the decision of whether or not to explore pools) which may result in resource degradation. This study suggests that in some situations, indirect management practices may be effective in changing visitor behavior to minimize resource degradation." (Source)</p> <ul style="list-style-type: none"> <li>• 38% OF LARGE COMPANIES WITH MULTIPLE LOCATIONS IDENTIFIED BRANDING/IMAGE AS THE MOST IMPORTANT PURPOSE OF EFFECTIVE SIGNAGE.</li> <li>• 75% OF AMERICANS HAVE TOLD SOMEONE ELSE ABOUT A BUSINESS AS A REACTION TO YOUR SIGNAGE.</li> <li>• 68% OF AMERICAN CONSUMERS HAVE MADE A PURCHASE BECAUSE A SIGN CAUGHT THEIR INTEREST.</li> <li>• ON AVERAGE, ONE ADDITIONAL ON PREMISE SIGN RESULTS IN AN INCREASE IN ANNUAL SALES REVENUE OF 4.75%.</li> </ul> <p>(Source)</p>	<p>Success will be measured by the completion and placement of at least two educational signs in appropriate areas that are being affected by increased visitation felt from the emerging markets as defined in our narrative.</p>	\$5,500.00	<p>This method was not successful as no funds were expended in this method. In FY22 there were no available billboards found in the HWY 89 corridor that the GCVB wished to lease.</p> <p>The GCVB will continue to budget for this method so that funds are available if an when an appropriately located billboard becomes available.</p>
		<p>To be spent on a Google Key Words ad campaign ran by our web agency, TDG. Specifically, it would target individuals searching camping, dispersed camping, etc. that are either actively planning a trip or currently in the area. When the ad is</p>	<p>1. As of March 2019, a study by the World Internet Users Statistics found that 56.3% of the world's population is online, an increase in 1,104% in the last 10 years. 89% of North America's population is online. <a href="https://www.internetworldstats.com/stats.htm">https://www.internetworldstats.com/stats.htm</a></p> <p>2. In 2018, the #1 method nonresident visitors to Montana used to plan their trips was through an online search. (2018 ITRR Interactive Data Report). <a href="http://itr.umd.edu/">http://itr.umd.edu/</a></p>	<p>Success will be measured by the implementation and completion of the campaigns in July 2021, August 2021, September 2021, and June of 2022.</p>		<p>This method was successful as the GCVB ran camping-related digital campaigns in July and August. We determined that due to the visitation the area was experiencing and positive feedback from area locals regarding less negative impacts from illegal camping that a September campaign was not necessary. It is important to share the results from the FY21 June camping campaign to paint a clear picture of performance. Result were as follows:</p> <p><b>June Camping Google Key Words Campaign June 14 – June 30, 2021:</b>          Impressions: 15,052          Clicks: 587          Click Through Rate: 3.90%</p> <p><b>July 2021</b></p>

<p>Destination Management</p>	<p>Online/Digital Advertising</p>	<p>clicked on, the user would be directed to a new camping landing page on VisitGardinerMT.com that educates them on how to camp, when not to camp, alternatives, etc. This campaign would run from July – September of 2021 and, depending on success, June of 2022.</p>	<p>3. Over 70% of U.S. travelers agree that they “always” use their smartphones when traveling, up from 41% in 2015. Travelers most frequently use their mobile devices to research activities or attractions, to locate shopping areas and restaurants, or to look up directions. (Google Consumer Insights, 2018)</p> <p>4. Infographics provided by Destination Analyst on most receptive marketing channels to travelers. See attachment: DA_E-blast_Online Digital supporting research.pdf</p>	<p>Specifically, having the results of each campaign have increased engagement month over month in terms on click through rates and impressions.</p>	<p>\$8,000.00</p>	<p>Impressions: 18,033 Clicks: 451 Click Through Rate: 2.50%</p> <p><b>August 2021</b></p> <p>Impressions: 185,756 Clicks: 1,602 Click Through Rate: .86%</p> <p>See Attachment: FY22 Visit Gardiner MT Google Key Words Camping_Compiled.pdf</p> <p>The GCVB may continue to run digital campaigns such as these in the future based on what the area is experiencing in terms of visitation impacts. With a small operating budget and as online trip planning continues to be the leading way travelers plan we believe that this medium of advertising is one of the best way to educate travelers on our area.</p>	<p>DA_E-blast_Online Digital supporting research.pdf</p>
<p>Destination Management</p>	<p>Printed Material</p>	<p>We will use funds to purchase brochures and other types of printed materials, such as stickers, flyers, postcards, etc. all of which will have educational messaging/information for visitors on topics like camping, recreating responsibility, etc.</p>	<p>Results show that tested advertisements employing premium-print technologies convey a greater sense of uniqueness and prestige than conventional advertising, boost consumer attitudes toward an advertisement as well as toward the brand and enjoy higher ratings on measures of willingness to buy, positive word of mouth, and consumer willingness to pay a price premium. Source: <a href="#">please click here</a>.</p>	<p>The success of the printed material will be monitored by distributing at least 75% of any printed material ordered. Additionally, any printed material distributed with a QR Code linking to a landing page on VisitGardinerMT.com will be deemed successful if it results in visits to the page from said printed material.</p>	<p>\$500.00</p>	<p>This method was successful. The GCVB was able to purchase 700 additional wooden reusable utensils sets as our previous supply was completely diminished due to high demand. Originally purchased as apart of the Cares Act Grant the GCVB found these utensil sets to be extremely effective in spreading our brand awareness in a positive, eco-friendly, and sustainable manner; all while encouraging responsible recreation practices. While the QR Code metric was not met only one graphic could be printed on the pouch and our logo was deemed more adequate. Given the time that these were purchased the finished product was not received until FY23. Distribution and monitoring of the product will occur in FY23.</p> <p>See Attachment FY22 Visit Gardiner Utensils Proof.pdf</p> <p>The GCVB will continue to utilize this method in the</p>	<p>FY22 Visit Gardiner Utensils Proof.pdf</p>



						future as it promotes brand awareness, encourages responsible recreation, and creates a positive visitor experience.	
Marketing Support	Fulfillment/Telemarketing/Call Center	<p>In FY19 we spent a significant portion of our budget and staff time on producing an industry-standard, comprehensive visitor guide to assist visitors in planning their trip to Gardiner. In FY20 and continued in FY21 we established a disbursement strategy that included drop shipping guides to regional visitor centers and airports, various state visitor centers and airports, mailing them upon request, keeping them well-stocked in the Gardiner Visitor Center and local businesses, and dropping them off in-person at regional visitor centers and airports when convenient.</p> <p>In addition, funds in this category will be used to continue to stock our visitor center with partner materials that are relevant to our visitors.</p>	<p>To support this method in FY20 the GCVB was able to drop ship 12,480 comprehensive Gardiner travel guides to 57 different locations in the states of Montana, South Dakota, Utah, Wyoming, and North Dakota. We also experienced a consistent theme of out of state locations requesting more guides &amp; daily requests to have planners mailed to prospective visitors. (See attachment: UPDATED: 2020-2021 Drop Shipping List Post COVID19)</p> <p>DMA West released a report from a study done in conjunction with Destination Analysts regarding DMO Visitor Guides that support this information as well. Some of the highlights follow:</p> <p><b>Usage &amp; Trip Behavior:</b></p> <ul style="list-style-type: none"> <li>Nearly 70% of potential visitors actually travel to the destination after receiving the DMO visitor guide</li> <li>The majority of visitor guide requestors initially learn about the DMO's visitor guide on the DMO's website or through search engine results &amp; ads, versus it being a habit to order visitor guides.</li> <li>These trips are largely vacations in which the visitor stays in a hotel</li> <li>70.4% of these visitors characterize their trip as a vacation and 68.8 stay in a hotel.</li> <li>One in five visitor guide users had not yet made their destination decision when they requested the guide.             <ul style="list-style-type: none"> <li>Of those that are subject to influence by the guide, nearly 90% ultimately decide to visit the destination because of the DMO's visitor guide.</li> <li>27.8% of those that had already made the destination decision when they requested the DMO visitor guide said the guide ultimately influenced the number of days they spent in the destination. Of this group, 70.8% reported having increased their intended length of stay in the city by 1.9 days on average.                 <ul style="list-style-type: none"> <li>80.1% said they used the visitor guide as a trip planning resource before arriving in the destination and said 74.9% they used it in-market</li> <li>The guides are largely used to select attractions and restaurants in the destination, as well as review maps.</li> <li>21.1% use these guides to select a hotel.</li> </ul> </li> </ul> </li> </ul>	Success will be measured by the placement of our travel guide in our target areas including Montana visitor centers, Montana airports, Wyoming visitor centers, South Dakota visitor centers, Idaho visitor centers, and several outdoor recreation locations in Utah. This will be measured using a spreadsheet that will track number of copies distributed and to which locations.	\$7,000.00	<p>This method was successful with these funds the GCVB was able to drop ship 192 boxes (11,520 guides) of our comprehensive travel guide to 71 different locations in the states of Montana, South Dakota, Utah, Wyoming, and North Dakota. [See attachment FY22 Drop Shipping List.pdf].</p> <p>The GCVB will continue to use this method in the future to be able to drop ship our travel guide and to distribute travel information to potential visitors.</p>	UPDATED 2020-2021 Drop Shipping List Post COVID19.xlsx
		We are a small but growing Chamber of Commerce/CVB with limited	Administration costs are a necessary line item in the budget. We anticipate to put 20% of new revenue			The GCVB was successful	

Marketing Support	Administration	<p>funding. Administrative Funding will support the salary of the Executive Director and Office Manager while they work on CVB related items. For FY22 we will continue to subscribe to Adobe InDesign and Adobe Acrobat to be able to create original content for both online and print advertising platforms. These funds will also be used to pay for items such as bank fees and postage.</p>	<p>collected toward administration.</p> <p>The Gardiner CVB has used Administration funds every year since becoming a CVB. While it may not be directly supported by specific research, experience has demonstrated that our organization's operations and successful marketing relies on administrative funds. Often the Administration funds budget is added or combined with other administrative funds provided by the joint operation of our Gardiner Chamber of Commerce. Without these funds it may not be economical or feasible to have permanent staff administering the CVB.</p>	<p>Maintain costs within the budget.</p> <p>Not to exceed 20% of our new annual revenue per Rules &amp; Procedures.</p>	\$11,266.00	<p>in meeting our overall objective of staying with in the allowable 20% for the administration budget. A total of 12.45% of the total payments of bed tax received to the GCVB.</p> <p>The GCVB will continue to use the marketing method to help maintain the operations of the GCVB.</p>
Marketing Support	TAC/Governor's Conference meetings	<p>The Executive Director and Office Manager will attend the TAC meetings as well as the Governor's Conference (along with a CVB committee member when feasible) to present marketing plans and/or stay abreast of the current trends and updates.</p>	<p>Attendance of at least one individual is required at the TAC meetings and Governor's Conference according to MOTBD rules and regulations. With our small operating budget and staff, attending these conferences have provided us with valuable insights that has helped leverage the Gardiner brand.</p>	<p>Traveling expenses remain within budget.</p> <p>Attendance is required per the Rules and Regulations</p>	\$950.00	<p>This metric was successful. While the GCVB went slightly above budget when creating the FY22 plan it had been two year since either conference was held due to the COVID-19 pandemic and the cost of related travel expenses has risen.</p> <p>The GCVB will continue to utilize this method in the future to take advantage of the conferences' networking opportunities and to fulfill our requirements as a CVB.</p>
Marketing Support	Opportunity Marketing	<p>This year we would like to have money on reserve for emerging opportunities. In order for the Gardiner CVB to be competitive in today's market we need to be prepared for projects that can arise after the budgeting session has concluded. We would be open to print media, social media boosting, online digital advertising, SEO optimization, co-op, or joint efforts.</p>	<p>Being prepared for future endeavors that we are not currently aware of is forward thinking and alleviates being stuck in a rut doing the same projects every year. Keeping marketing fresh has significant positive impacts towards success.</p> <p>In FY20 we were able to purchase two door counters through opportunity marketing funds. These door counters have allowed us to track overnight visitation in our 24-hour informational and restroom vestibule as well as provided us with more accurate visitor numbers over our previous hand tally system.</p>	<p>Success will be measured by being able to support the mission of Voices of Montana Tourism.</p>	\$1,417.00	<p>This method was successful. The GCVB used \$500 to support the Voices of Montana Tourism, (VOT). VOT distributes messaging via its monthly e-newsletter that has a distribution of 450+ (legislatures, local policy-makers, tourism partners and the general public). As a VOT partner, the Gardiner CVB receives a presence and directory link on the voicesoftourism.com website which has been online since 2011 and has a robust following.</p> <p>The GCVB will continue to use this method in the future as it is an effective and efficient means of outreach, partner support and advocacy for tourism in Montana.</p>
						<p>This venture was successful. We collaborated with the Cooke City Chamber of Commerce once again on a winter</p>

<p>Marketing Support</p>	<p>Cooperative Marketing</p>	<p>We would like to continue to pursue our partnership with Cooke City to promote year-round travel in the Yellowstone Northern Range including our joint effort website <a href="http://www.YellowstoneNorthernRange.com">www.YellowstoneNorthernRange.com</a> and our digital feature in the winter trip planner for Yellowstone through National Park Trips Media Planner through which we receive valuable winter travel leads. We would also like to continue our sponsorship for Voices of Montana Tourism. We are also pursuing options to partner with local nonprofits on different marketing campaigns for the shoulder and winter season.</p> <p>The mission of Voices of Montana Tourism states "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." We would like to continue to support this organization that reflects our purpose as a DMO.</p>	<p>We have seen success in our joint marketing efforts with the promotion of the Yellowstone Northern Range. The Yellowstone Northern Range video reached 79,000 people in its first posting, has had 4.8K views on Facebook, and continues to be a marketing asset for both our communities. Additionally, in the past year, <a href="http://www.YellowstoneNorthernRange.com">www.YellowstoneNorthernRange.com</a> has had 5,155 users in the past year from April 1, 2020 – April 21, 2020 displaying that it is still relevant to users in planning a visit to the Northern Range. We have found that these cooperative marketing efforts allow us to reach a larger audience and tell a more complete story of what visitors can expect when they come to our communities.</p> <p>The insights and educational opportunities we have received from supporting Voices of Montana Tourism have been extremely valuable especially in navigating the COVID-19 pandemic.</p>	<p>Success for the Northern Range Co-Op will be measured by maintaining the Yellowstone Northern Range website, continuing our digital presence in the winter trip planner partnership through National Park Trips Media Planner, and by utilizing the majority of the budget towards the Northern Range Cooperative.</p>	<p>\$2,000.00</p>	<p>Northern Range campaign with National Parks Trip Media (<a href="http://nationalparktrips.com">nationalparktrips.com</a>). The campaign included a full-page ad on the Yellowstone Northern Range, which appeared in the Yellowstone Grand Teton Winter Trip Planner The campaign also included leads who are specifically interested in visiting us in the winter. We were pleased with the results of this campaign, which resulted in 682 leads of travelers who specifically requested information about visiting Gardiner and the Northern Range in winter and between October 1, 2021 -- September 30, 2022 1,182 downloads of the Yellowstone Winter digital guide were received. (See attachmentFY22 YNPTP Winter Mag Collaborative.png).</p> <p>We felt this method was successful and we plan to budget for and participate in these ventures in the future to continue raising awareness about travel to our area in the winter months, when visitation is much lower than the warm season.</p>	<p>FY22 YNPTP Winter Mag Collaborative.png</p>
<p>Marketing Support</p>	<p>Marketing/Publicity Personnel</p>	<p>The Gardiner CVB will utilize the additional skills of a part-time Marketing Director or Manager to implement a consistent marketing strategy; enhance the quality of the brand; maximize opportunities for marketing and sales as they arise. The Manager's duties will include but are not limited to: Collaborating with the CVB committee to create and implement an annual Marketing Plan Coordinating and Organizing Marketing and Sales Operations for the CVB Collaborate with the Executive Director to issue press releases, manage social media presence, drive internet marketing and oversee the Chamber website and social media platforms.</p>	<p>It is industry standard to employ a Marketing Manager or Director part time who can create a consistent cohesive marketing plan and strategy as well as keep abreast of new trends and research. With our continuously growing organization, having a staff member dedicated to marketing will help us to optimize all opportunities that would otherwise be impossible to do with limited staffing.</p>	<p>We will be looking for the ability to maintain the position as a year round part time job. We will look to see increased efficiency in the execution of marketing projects, greater consistency of the brand, and the ability to expand our marketing and destination management offerings.</p>	<p>\$9,116.58</p>	<p>This method was not successful as the GCVB was not able to hire a part-time marketing position.</p> <p>The GCVB may continue to budget for this position in the future if we are not utilizing the services of an agency and budget and time constraints allow it.</p>	<p>Marketing Personnel_Job Description Example.pdf</p>

Publicity	Fam Trips	<p>We will seek out an individual(s) or organization that align with our brand story to visit Gardiner during the fall, winter, or spring. We will create a detailed and organized itinerary for the individual or organization and ask for deliverables including but not limited to original photography, social media posts, blog post, or print piece. We would welcome partnering with a local business, region, or CVB to help stretch our limited budget for this segment.</p>	<p>Ogilvy   <a href="https://www.adweek.com/performance-marketing/study-earned-media-still-matters-a-lot/">https://www.adweek.com/performance-marketing/study-earned-media-still-matters-a-lot/</a>                  In fact, the survey reveals that earned media is still, by leaps and bounds, the most powerful resource for influencing purchasing decisions and business outcomes.                  According to the study, traditional media outlets are still the most trusted sources of news, followed by influencer-driven news. News generated by companies themselves, however, ranked as the least influential. Further, The majority of journalists surveyed (65%) agree that the more the (traditional) media covers a brand, the more credible the brand appears (within reason, of course; they also cautioned that too much coverage looks suspicious).                  Some other key takeaways from the study include:                  • 44% of respondents feel that today's campaigns require a combination of traditional, social and paid media.                  • Almost half of respondents (47%) consider earned media the most influential medium of all when it comes to view earned media as most influential medium for driving purchasing decisions and business outcomes.</p> <p>In FY20 Gardiner hosted the influencer travel influencer Travelin' Mel from which we received multiple methods of valuable media exposure including:</p> <p>Instragram: 2 posts and a highlight reel                  Post @ Bbar ranch Xsking: 275 likes; 2,431 reach                  Post @ Yellowstone National Park: 229 likes; 1,510 reach</p> <p>Blog posts: YellowstoneTrips.com X 2 &amp; TravelingMel.com X 2                  YellowstoneTrips.com  <i>Why Gardiner should Be Your Basecamp for Visiting Yellowstone in the Winter</i>: 886 pageviews  <i>Best Places to Stay Near Yellowstone National Park</i>: 4,868 pageviews                  TravelinMel.com  <i>Nordic Ski Trails in Montana</i>: 915 pageviews  <i>Things to do in Montana</i>: 8,663 page views</p>	<p>Success will be measured by participating in at least 1 Fam Trip. We will then measure the Fam Trip's success by evaluating whether deliverables were met, contract expectations were fulfilled and whether or not each deliverable was successful in terms of reach, engagement, increase in photo library assets, etc.</p> <p>It is important to note that we would like to continue using this method in the future as we believe it gives us a great amount of exposure to our target audience. However, we will need to assess if each trip is fiscally possible as film permitting in Yellowstone National Park continues to change and we may require additional permits for each influencer/FAM trip.</p>	\$1,500.00	<p>This method was successful. The GCVB was able to assist a travel writer on experiences in turn our area was featured in two wide-reaching publications with international European audiences, Wanderlust magazine and BBC Wildlife. Additionally, area activities were featured on her social media platforms. See attachments FY22_Lynn Houghton_Deliverables.pdf.</p> <p>The GCVB will continue to budget for this method as it continues to prove valuable in reaching key demographics.</p>	FY22 Lynn Houghton_Deliverables.pdf
					\$120,449.58		

**Marketing Method Evaluation Attachments**

**Marketing Method Budget**

Marketing Segment	Marketing Method	Bed tax funded budget
Consumer	Website/Internet Development/Updates	\$7,100.00
Consumer	Social Media	\$16,800.00

Consumer	Photo/Video Library	\$4,000.00
Consumer	Joint Ventures	\$13,000.00
Consumer	Printed Material	\$1,000.00
Consumer	Print Advertising	\$3,300.00
Consumer	Electronic Adv - Newsletter, E-blast	\$6,500.00
Consumer	Online/Digital Advertising	\$26,000.00
		\$77,700.00
Destination Management	Social Media	\$2,000.00
Destination Management	Billboards/Out-of-Home	\$4,500.00
Destination Management	Online/Digital Advertising	\$8,000.00
Destination Management	Printed Material	\$500.00
		\$15,000.00
Marketing Support	Fulfillment/Telemarketing/Call Center	\$10,536.14
Marketing Support	Administration	\$15,804.18
Marketing Support	TAC/Governor's Conference meetings	\$950.00
Marketing Support	Opportunity Marketing	\$1,417.00
Marketing Support	Cooperative Marketing	\$2,000.00
Marketing Support	Marketing/Publicity Personnel	\$9,116.58
		\$39,823.90
Publicity	Fam Trips	\$1,500.00
		\$1,500.00
		\$134,023.90

## Miscellaneous Attachments

Description	File Name	File Size
Supporting data for emerging markets.	2019 Summary GCVB.pdf	143 KB
Supporting data for emerging markets.	2020 Completion Summary.pdf	90 KB
Support research for joint ventures.	CFA_JV Reports & Materials.pdf	854 KB
Supporting research for Social Media.	Datareportal July 2020 Special Report.pdf	32.4 MB
Supporting research for Website Developments & Social Media	DA_Marketing channels travelers feel most receptive to V2.pdf	237 KB
Supporting research for Website development.	DA_Online Trip Resources Milli vs. Boomer.pdf	68 KB
Supporting research for Consumer - Online Digital Advertising.	FY20 TDG Digital Campaigns Results Compiled.pdf	358 KB
GCVB FY22 Budget Funding Sources Pie Chart.	FY22 Budget_Funding Sources_Pie Chart.pdf	1.1 MB
Market Method Evaluations: Fulfillment	FY22 Drop Shipping List.pdf	106 KB
GCVB FY22 Marketing Method Pie Chart	FY22 Marketing Methods Pie Chart .pdf	1.2 MB
GCVB FY22 Marketing Segment Breakdown Pie Chart	FY22 Marketing Segment Pie Chart.pdf	111 KB
Market Method Evaluations: Social Media	FY22 Social Media Tracking.pdf	70 KB
Market Method Evaluations: Joint Ventures	FY22 Visit Gardiner MT Brand MT JV Reports & Materials.pdf	1.1 MB
Market Method Evaluations: Website Developments	FY22 Visit Gardiner MT Camping.png	345 KB
Market Method Evaluations: Website Developments	FY22 Visit Gardiner MT Dining.png	350 KB
Market Method Evaluations: Electronic Adv - Newsletter, E-blast	FY22 Visit Gardiner MT Email Blasts_Examples and Reports.pdf	2.2 MB
Market Method Evaluations: Destination Management - Online	FY22 Visit Gardiner MT Google Key Words	

Digital Advertising	Camping_Compiled.pdf	275 KB
Market Method Evaluations: Website Developements	FY22 Visit Gardiner MT Overview.png	311 KB
Market Method Evaluations: Online Digital Advertising	FY22 Visit Gardiner MT TDG Digital Campaigns.pdf	343 KB
Market Method Evaluations: Joint Ventures	FY22 Visit Gardiner MT YCMI JV Reports & Materials.pdf	4.0 MB
Market Method Evaluations: Social Media	FY22 Visit Gardiner Social Media Ad Spend.pdf	102 KB
FY22 Budget to Actual Report	Gardiner FY22 B2A.xlsx	14 KB
Supporting data for emerging markets.	google analytics yearly report visitgardinermt_FY20.pdf	397 KB
Support research for joint ventures.	YCountry Warm Season Print Materials.pdf	7.5 MB

***Reg/CVB Required Documents***

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<b>Description</b>	<b>File Name</b>	<b>File Size</b>
Required Docs Gardiner CVB	Signed_Required Docs FY22 GCVB.pdf	137 KB

