**Grant Details**

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

<table>
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<tr>
<th>Grant Title:</th>
<th>FY22 West Yellowstone CVB Marketing Plan</th>
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<tr>
<td>Grant Number:</td>
<td>22-51-024</td>
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<td>Grantee Contact:</td>
<td>Wendy Swenson</td>
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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?

As the closest entrance to Old Faithful and Grand Prismatic in Yellowstone National Park, West Yellowstone has identified itself as the central location for exploring the Park and surrounding area. Sharing a border with Yellowstone and surrounded on all other sides by the Custer-Gallatin National Forest, the town has become the heart of amazing adventure. Clean air and water, abundant wildlife, scenic beauty, geothermal wonders and historical reference have made West Yellowstone a national and international destination.

West Yellowstone offers visitors an amenities-rich, safe platform for breathtaking experiences. Visitors can fish blue ribbon trout streams, hike in pristine wilderness, experience real western horseback riding, go whitewater rafting or mountain bike on hundreds of miles of single track and forest service roads. In the winter months there are over 50km of groomed ski trails for Nordic skiing and over 400 miles of groomed snowmobile trails for recreation, including snowshoeing and sled dog rides and races.

Those looking for fun, family-friendly activities can visit the Yellowstone Giant Screen Theater, presenting a six-story high screen with stereo surround sound or the Grizzly & Wolf Discovery Center, open 365 days a year, offering an educational experience and viewing area for visitors to watch live grizzly bears, wolves, raptors and riparian exhibit with river otters and other native wetland species in their own natural habitat. Many nights during
the summer season, visitors can enjoy live theater, free concerts in the park, and authentic rodeos. The 4th of July Community Celebration, Annual Rod Run (the oldest in the Northwest), and regional Cowboy Mounted Shooting Competition are events that enhance any visitor’s experience.

The Museum of the Yellowstone, located in the original Union Pacific Depot, features the history of visitation and transportation to our nation’s first national park. The Museum is open daily from the middle of May through the middle of October. Visitors can also experience early West Yellowstone through the free, self-guided historic walking tour. Nearby attractions include the 1959 Madison River Canyon Earthquake Area & Visitor Center, Nevada and Virginia Cities, and the Nez Perce Trail.

Having the west entrance to Yellowstone National Park mere blocks from downtown funnels over two million visitors annually through West Yellowstone. We continue to develop ways to entice these travelers to stop and enjoy the amenities our town has to offer, before moving on to other locations.

As a gateway to Yellowstone Park, West Yellowstone is subject to public policy and the economic ups and downs triggered by off-seasons that create a cascade of challenges including cash flow problems and difficulty in maintaining a stable employment base and housing.

Strengths:
- West Entrance to Yellowstone National Park.
- We are seen by some visitors as synonymous with Yellowstone Park and can effectively market ourselves as —Yellowstone Plus!
- Close proximity to Teton National Park and situated on the primary corridor between Glacier and Grand Teton/Yellowstone National Park.
- Access to outstanding natural assets such as mountains, lakes, and National Forests for outdoor recreation and social distancing.
- A nationally recognized, well-developed system of winter trails.
- International recognition among groups and individuals (i.e. Nordic Ski)
- Ideal family vacation spot - fun, educational, clean, safe with a variety of activities.
- Seasonal airport served by a regional carrier offering daily jet service mid-May through mid-October (additional service in 2021).
- Proximity to Bozeman International Airport with 30 direct flights to 20 states on 10 different airlines, seasonally and year-round.
- Home of the Museum of the Yellowstone.
- A host of year-round and annual events.
- Central location to area downhill ski resorts.
- Additional community marketing resources. Town of West Yellowstone Marketing & Promotions grant fund, West Yellowstone Tourism Business Improvement District, West Yellowstone Economic Development Council, West Yellowstone Foundation, etc.
- Tourism partners – Gallatin County, chambers, regions, Yellowstone Teton Territory (ID), and Visit Utah.

Opportunities:
- Expanded flights to the West Yellowstone airport (United starting June 2021). Increases flights to 5 per day - 2 from Salt Lake and 3 from Denver.
- Influx of new residents to the region (not only Montana) who want to explore and experience the outdoor recreation we are known for.
- Return visitors - these are the people who spend more time and money. Currently 52% of our visitors are repeat, and tend to bring approximately 20% of new visitors with them.
- Destination Development Assessment and Plan - this program will bring our local organizations together for short-term and long-term action items and planning for sustainable tourism.

Challenges:
- The perception that West Yellowstone is only a gateway into the Park and not a destination.
- The perceived distance and lack of easy access from major population centers.
- National and world events including terrorism, infectious diseases, and natural disasters that impact tourism.
- The negative press generated on issues such as the wildlife, climate, natural events and Park access.
- Perception of limited or lack of restaurants, nightly entertainment & family friendly activities/events.
- Managing the number of visitors and traffic flow during peak warm season.
- Access to campgrounds, trails, and public lands in the national forests.
- Legislation and public policy decisions (budget cuts, work visas).
- Effective means of communicating with visitors passing through.
- Fluctuating lodging prices.
- Fewer RV space and services.
- Non-resident ownership and partnerships that results in more limited community involvement.
- Lack of public transportation regionally and through the Park.
- Lack of county collaboration or recognition.
- Developing competitors in neighboring communities and states.

Competitor Analysis

You could say West Yellowstone is the brand pillars:
SPECTACULAR UNSPOILED NATURE. VIBRANT & CHARMING SMALL TOWNS AND BREATHTAKING EXPERIENCES

With Yellowstone Park in our “backyard” and our “front yard” composed of three national forests, we can offer more spectacular unspoiled nature than anywhere else in the lower 48. As the west entrance to Yellowstone National Park and geographically located adjacent to the National Forests, just two miles from Wyoming and 12 miles from Idaho, we are uniquely positioned to be a vibrant and charming small town that serves as a gateway to natural wonders.
Our messaging is similar to the guidelines laid out by Destination Analysts: honest and genuine, focusing on adventure and activity-based niches, unique experiences and access to unspoiled nature with modern comforts. We differentiate our value proposition by featuring direct access to the First National Park and events and activities specific to the different seasons to offer breathtaking experiences by day and relaxing hospitality at night.

Describe your destination.

**INSPIRATION** - While all phases of the decision-making process are key for West Yellowstone, we incorporate imaging of Yellowstone National Park and unique area activities, both warm and winter seasons, during the Inspiration Phase. We always use images or video in our marketing, because the sights and sounds of Yellowstone are easily recognized by potential visitors to our area.

**ORIENTATION** - During the Orientation Phase we try to incorporate a destination message to distinguish West Yellowstone as a location outside of Yellowstone Park, yet an important gateway, with unique amenities and experiences of its own. We use maps and directions regarding our location to transportation hubs and distance from major landmarks to accomplish this.

**FACILITATION** - Our Visitor Information Center and Website are our greatest tools for Facilitation. They allow potential and in-market visitors to plan routes, lodging and activities, either online or with on-one-on assistance.

Optional: Include attachments here

FY22_Competitor Chart.pdf

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

In West Yellowstone, we strive to target the best markets that will drive sufficient volume year-round to fill over 2,500 hotel and motel rooms, plus cabins, condos, and vacation rentals.

As a result of the Destination Analysts Study, Destination Think Tourism Sentiment Survey, NSight Report and others we have received specific to West Yellowstone, we learned that the Geo-Traveler spans multiple generations and characteristics, and has now morphed into a general profile of the high-potential visitor, with high-value niches.

Further research has shown us that our demographics are relatively split between male and female, skewing slightly depending on the season, average ages of 35-64. By using demographics, consumer behavior and geographic data, we are able to break these traveler demographics down even further to the four most valuable life stages: Midlife Success, Accumulated Wealth, Young Accumulators and Mainstream Families (source: Amplified Digital). Based on the data, these groups are most appropriate for targeting the products and services West Yellowstone offers.

We use our marketing funds to focus mainly on the family travelers and winter enthusiasts, incorporating niche messaging into our shoulder season campaigns. With our public/private partnerships, we are also able to penetrate some international markets including China, UK, Germany, Europe and India.

**Midlife Success**
- Ages 25-44
- HHI of $69,918
- 58% Homeowners
- Mostly Without Children
- Some College or More
- Prefer Vibrant Social Scene & Nightlife
- High Tech Adoption
- Research and purchase products online
- 9% of US Households

**Accumulated Wealth**
- Ages 35-54
- HHI of $99,701
- 89% Homeowners
- Kids Under 18 in the Home
- Mostly College Graduates
- Love Travel & Fine Dining
- High Tech Adoption
- Own the Latest in Tech Trends
- 11% of US Households

**Young Accumulators**
- Ages 25-54
- HHI of $74,901
Mostly Homeowners
- Kids under 18 in the home
- Most with some college
- Focused on Family
- High Tech Adoption
- Lean on social/digital review
- 8% of US Households

Mainstream Families
- Ages 25-54
- HHI of $61,890
- 71% Homeowners
- Kids Under 18 in the Home
- High School Educated or More
- Look for bargains & deals
- Medium Tech Adoption & Usage
- Tend to Shop National Brands
- 9% of US Households

Target Geographic Markets
As we begin to recover from Covid-19, geographic markets will continue to shift, still predominately domestic drive markets, and expanding as fly markets increase. What we did learn in 2020, is that drive markets are not limited to our neighboring states. When Yellowstone gates opened, we had visitors from across the country. Winter visitation saw similar trends, with visitors from new markets that were willing to drive or fly, while our returning markets from Midwest states continued to come for snowmobiling. Nordic skiing experience increased numbers, but more from our region and Montana.

West Yellowstone's primary geographic target markets have historically included:
- Top states: Utah, Montana, California, Texas, Idaho, Washington, Colorado, Florida, Illinois and Minnesota. (Fluctuating slightly seasonally)
- Top countries: Canada, UK, France, Germany, Australia, Mexico & China

In 2020, we adjusted our markets, focusing on Western drive markets, replacing Texas and Florida with Arizona and Nevada. We continued to monitor travel restrictions and shutdowns in various states, adjusting our target markets as needed.

We did not intentionally market to international visitors, nor did our partners, but we did update Covid-19 information and provide inspiration for when the time is right for them to travel again.

As international travel starts to reopen later in 2021, we are putting together campaigns with our partners to some of these countries. We are starting to receive inquiries regarding the Park's 150th Anniversary in 2022 as well.

b. What are your emerging markets?

During 2021-22, geographic markets will continue to evolve. We anticipate the majority of travel to be domestic drive traffic, as the trend of RVing is still increasing. With the distribution of the Covid-19 vaccine, travel restrictions will change, and our international visitors will start to trickle in later this year.

The demand for outdoor recreation boomed in 2020 and will continue in 2021-2022. New residents to the state and region, plus those from urban areas trying to escape crowded cities, has expanded our niche activity-based market.

West Yellowstone's emerging geographic target markets include:
- Feeder markets to our local airports: Regional jet service with direct flights from Salt Lake City, UT to West Yellowstone May-Oct., and the newly added service to Denver June-Sept., and new seasonal direct flights into Yellowstone Bozeman International Airport, make for easier access from across the US, especially the coasts.
- Domestically, our top ten states stayed consistent with Western states making up the majority of traffic. Yellowstone Country has seen a bump in markets like Nashville where new flights have been introduced. We anticipate this will continue as new flight markets are added and travel restrictions loosen.

Drive markets in the NW are primed to return with loosened travel restrictions, with outdoor recreation being the catalyst. Using a market index report, Amplified Digital isolated counties with the highest potential to visit from the following five states: WA, UT, OR, ID and MT. (Source: Claritas, 2020)

Through public relation efforts, internet presence, and regional partnerships we will continue to reach more domestic and international markets including Germany, Canada, India and China as travel resumes. (These campaigns tend to emphasize shoulder season travel.)

Optional: Include attachments here.

c. What research supports your target marketing?
We utilize several research sources to verify our markets. These include NSight, Destination Think Tourism Sentiment Report, ITRR and reports in conjunction with MOTBD including Destination Analysts and Arrivalist/UberMedia. We use our Google Analytics and campaign engagement statistics to help guide our decision in markets, both demographic and geographic.

Our local resort tax collection reports show us monthly what sectors visitors are spending money in. Many of our retail establishments and restaurants had record revenue during the summer of 2020 despite restrictions, showing us that our domestic travelers spend money in destination. Our snowmobile and Nordic Ski trail use increased significantly, (over 69,000 snowmobile users and over 25,000 skiers on the Rendezvous Trails), confirming that outdoor recreation was a driving factor in travel. We were excited to see that the findings by Destination Analysts, NSight and Destination Think reinforced our niche markets and activity-based groups. The experiences visitors are having are positive.

We also fully recognize the importance of the high potential visitor. In a normal year, West Yellowstone sees a higher volume of international and retirees than other areas of Montana, so we also try to take those markets into consideration when evaluating potential campaigns.

ITRR statistics provide us this info regarding visitors who stayed at least 1 night in West Yellowstone:

- Top Attractions: Yellowstone/Glacier National Park, Ski/Snowboard, Mountains/forests, Camping, Open space/uncrowded areas
- Top Niche Activities: Day hiking, wildlife watching, scenic driving, camping, photography, shopping
- The majority (89%) entered MT through West Yellowstone by motor vehicle/RV.
- The Visitor Information Center has welcomed over 60,969 guests YTD in FY21 (down nearly 50% from FY20). Yellowstone Park did not staff inside our shared building, choosing to have an outside presence – this kept many people from entering.
- Visitor Breakout = 52% are repeat visitors, 22% first-time, 26% mixed; and 72% plan to return within 2 years
- Average age is 55. Average household income $50,000-$150,000
- Average group size was 3.19 (80% couples or immediate family).
- Average night stay: 5.02 nights in MT (spent at least one night in W. Yell).
- Top 5 States: CA, UT, WA, TX, ID (MT did jump into the top 10)

Google Analytics from destinationyellowstone.com show us interesting statistics for our website traffic in FY21:

- Our visitors skewed slightly male at 53%
- The top two age groups were 25-34 and 55-64
- Interests include: Food & Dining, Lifestyle & Hobbies - Outdoor Enthusiasts, Banking & Finance - Investors, Travel Buffs, Shoppers
- 2% increase in airline arrivals to the West Yellowstone Airport.
- 3% increase in West Yellowstone Resort Tax Collections over the previous fiscal year.
- 8% increase in mobile traffic over the previous fiscal year.
- Top 5 States: CA, UT, WA, TX, ID (MT did jump into the top 10)
- Visitor Breakout = 52% are repeat visitors, 22% first-time, 26% mixed; and 72% plan to return within 2 years
- Average age is 55. Average household income $50,000-$150,000
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**FY22 Measurable objectives:**

- 3% increase in West Yellowstone Resort Tax Collections over the previous fiscal year.
- 1% increase Lodging Facilities Use Tax Collections (bed tax).
- 2% increase in airline arrivals to the West Yellowstone Airport.
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- 1% increase Lodging Facilities Use Tax Collections (bed tax).
- 2% increase in airline arrivals to the West Yellowstone Airport.

**Website**

- 10% increase over the previous fiscal year for online campaign landing page as entry point.
- 8% increase in mobile traffic over the previous fiscal year.

**Social Media**
- 8% increase in social media followers over the previous fiscal year.
- 12% increase in social engagements over the previous fiscal year.

Email
- Increase email subscribers by 15%.
- Local emails (B2B): Increasing open rates to 35%, CTR to 18%.
- General/niche emails (B2C): Increasing open rates to 20%, CTR to 7.5%.

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

We would like to continue participating in Joint Ventures with MOTBD as our budget allows, exploring any other opportunities that pertain to our activities and amenities.

We find online to be more advantageous for West Yellowstone, because it can hit a much larger, yet targeted audience, and provides clear ROI tracking.

Our budget limits our participation in large print campaigns with the repetition needed to be successful, but if multi-media packages were presented, we would be interested.

We are always open to new joint venture opportunities, incorporating public/private partnerships with MOTBD, our tourism regions and other state organizations with like-minded goals.

Optional: Include attachment here.

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

We would love to participate in more co-op and Joint Ventures including Region/CVB, as budgets and alignment with our marketing plan allow. These could include hosting media events, FAMs, filming, etc.

Some Joint Ventures programs do not include activities and amenities that West Yellowstone offers. Because our region is so diverse, many joint venture opportunities focus on specific markets that do not match our niche activities.

We have found research JV opportunities be both cost effective and great return with the knowledge gleaned.

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

In the recent past we have taken advantage of Joint Venture marketing programs MOTBD including Visa Vue. Research and online targeted campaigns were very beneficial and performed well. They were successful in incorporating the Montana Brand to drive potential visitors to our specific area.

We also participated in Joint Ventures programs with Yellowstone Country including NSight research, combined winter print co-op, and warm season programmatic digital campaign. These have all done well, producing qualified leads.

The other Joint Venture program of which we are pleased to be a partner in, was the Yellowstone Loop Partnership with Visit Utah promoting a route from Salt Lake through Grand Teton and Yellowstone Parks highlighting gateways communities and locations off the beaten path. This program allows us to reach international markets we wouldn’t be able to with our individual budget.

We consider these Joint Ventures to be successful avenues of marketing and will continue to participate as our budget and market alignment allows.

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<th>Marketing Segment</th>
<th>Marketing Method</th>
<th>Describe your method.</th>
<th>Provide supporting research/statistics.</th>
<th>Describe the quantifiable measurements for success including Regulations requirements.</th>
<th>Estimated budget (Grants funds)</th>
<th>Marketing Method Evaluation</th>
<th>Add'l Attachmnt</th>
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| **Consumer** | **Travel/Trade Shows** | In the past, Destination Yellowstone has worked with MOTBD, West Yellowstone TBID, member businesses, Yellowstone National Park, USFS, and West Yellowstone organizations to effectively promote our community, area assets & unique destination qualities at Travel and Niche shows. Partners:  
  - Distributed literature for lodging properties  
  - Distributed the West Yellowstone Guidebook  
  - Distributed information provided by Yellowstone National Park and the Gallatin National Forest emphasizing the wide array of activities available to destination travelers based in West Yellowstone  
  - Distributed a calendar print piece with year-round activities and events  
  - Played existing video’s profiling West Yellowstone as a family friendly, soft adventure destination in all seasons.  
If the opportunity presents itself again as in-person shows resume, and if funding allows, we would like to attend shows again in FY22.  
Costs in attending consumer/trade shows can include, but are not limited to: printed materials, banners, supplies, travel, booth rental, and shipping/postage. | Travel shows draw media attention, public attendees, national travel agencies & their millions of customers. They connect people within the industry.  
A presence at consumer travel shows allows us exclusive access to potential markets & one-on-one interaction, increasing their likelihood to travel to our area.  
The exposure we gain by attending regional & national shows with advanced direct marketing is invaluable. One can afford within the limits of budget & goals.  
Feedback from marketing partners & committees who attended shows pre-Covid was that they recorded consistent & even increased attendance. We always connect with partners regarding recreation & travel shows they have attended to find out what may be a good fit for West Yellowstone. In FY20, we attended the LA Travel & Adventure show alongside Helena & Billings. Nearly 30,000 people attended, including media, travel agents & travelers. We all felt the audience was engaged & in the planning process.  
We gather qualified leads for our email communications. We track website traffic from materials with codes specific to the shows.  
Additional statistics:  
  - 92% of attendees visit a trade show to learn about new & exciting products & services. (Spingo)  
  - Over 50% of the people at a trade show are there for the first time. (Spingo)  
  - 56% of visitors will travel over 400 miles just to attend a trade show. (ExcelTour/Exhibits)  
  - 74% of attendees believe engaging with the exhibitors makes them more likely to buy the product/services on display. (Hill & Partners)  
  - 79% of attendees believe going to a trade show helps them decide what to buy. (Graphicolor Exhibits)  
  - 74% of consumers are more likely to buy a product later after seeing it at a trade show. (Highway 85 Creative)  
  - Trade show attendees will tell more than 6 people about their experience at the event. (Graphicolor Exhibits)  
  - 38% of attendees will visit a company’s website after visiting their booth at a trade show (Event Marketer)  
We track qualified leads for our email communications. Through materials handed out including specials with codes specific to the shows, we are also able to track the spikes in website traffic. | We continually track how many qualified leads come through the website and requests for vacation | **$7,523.00** | | |
| **Consumer** | **Opportunity Marketing** | Marketing opportunities that might not be recognized at the time of submitting our FY22 Marketing Plan, may become available or may be necessary due to unforeseen circumstances like natural disasters, changes to government policies or national and world events beyond our control.  
This line item allows us to allocate funds that can be available as these situations present themselves. | In the past, we have utilized opportunity funds for consumer shows with partners including TBID, to assist with travel and production expenses for celebrities and press to cover local niche events, promote new events, and create out-of-home multi-media campaigns.  
Many of these campaigns and events proved successful and some even continue to this day as part of our annual plan. | If we use opportunity funds, we will use the applicable objectives specific to the method utilized. | **$170.00** | | | |
| **Consumer** | **Website/Internet Development/Updates** | Our website is one of our most important marketing tools, if not the most important method to maintain our market share. It seems all three levels are of the decision-making pyramid inspiration, orientation, facilitation) are working together.  
Comparing our metrics to date to the same time period in the prior fiscal year, we have increased our website sessions, time on site and traffic to landing pages, while decreasing bounce rate. Our mobile traffic is also tracking ahead of this time last year. This is impressive. | We continually track how many e-newsletter sign-ups come through the website and requests for vacation | | **$40,000.00** | | |
While our strategy will continue to use maintenance, content development and integration of mobile and web cam applications to stay competitive in the market, we are utilizing a Growth Driven Design concept. Our action plan includes, but is not limited to existing strategies, but will allow us the flexibility to update/create more interactive landing pages for campaigns, integrate maps with our database, make greater use of video and increase usability to better respond to the every-changing ways visitors interact online.

Growth Driven Design (GDD) focuses on prioritized planning with development sprints (blocks of projects that can be checked off), instead of major changes when RFPs are done. GDD allows us to spread out our budget instead of huge up-front investments. We can make on-going changes to make sure our content is accurate and up-to-date.

We are able to better measure our visitors’ behavior and customize our content to what they want. It allows for greater integration with our marketing campaigns. Our decisions will be based on more data, allowing for quicker results with less risk.

In this method, we have also included the maintenance, updates and content development for some of our segment sites including Kids’N’Snow. Content creation and updates for these sites, creates consistency across our marketing campaigns and increases referral traffic to Destination/ Yellowstone.com.

Funding covers maintenance tasks, website analytics platforms/software, development of new applications and technology integrations, and technology enhancements including RSS feeds, video and photo galleries and mobile-friendly resources.

Web Cam: Our webcam (located at the trailhead for the Rendezvous Ski Trail) has a dedicated transmission connection. Our strategy includes monthly maintenance and hosting costs, which are shared with the Ski Committee and Ski Education Foundation. We continue to explore partnerships with local businesses for further webcam development and placements.

Consumer Joint Ventures

We try to take advantage of joint venture marketing programs with MOTBD, Yellowstone Country and community partners as much as our budget and our goals allow. In the past, these projects have primarily included print and online advertising buys and research.

Starting in FY16, we partnered with Visit Utah to become a part of the Yellowstone Loop marketing group, that also includes other Park Gateway communities and those along the travel route between Salt Lake and Yellowstone. For a small investment, the partners are able to market to international and domestic markets on a level that they could not achieve alone with our smaller budget.

Other joint venture opportunities may come about as community projects and events, or with other marketing regions and organizations in neighboring states. West Yellowstone is allocating funds because we feel that by being able to work with other private and public entities strengthens our community message and allows us to stretch our marketing funds to reach larger markets.

West Yellowstone is in a good position, both physically and logistically to partner with many different entities to promote our community and state. Being located at the West Entrance to Yellowstone National Park is a great benefit that brings many opportunities our way. Yellowstone National Park is at the top of international travelers’ lists, and many of those travelers come into the West Coast or Salt Lake City and travel through Idaho to reach the West Gate. These are the visitors we want to capture. With the ever-increasing number of international travelers (our fastest growing market), we need to figure out creative and cost-efficient ways to market. That is where partnerships come in.

We have found that by partnering with organizations like Visit Utah, Yellowstone Country and MOTBD, the benefits are exponential, including additional print and online presence. Campaign reports show high reach and impressions, while achieving our goals of engagements and clicks to our website landing pages. We’ve also been able to add over 10,000 qualified leads to our email database.

We are also represented at meetings and consumer shows in the region and beyond. Things we could not achieve alone with our smaller budget.

Recent research projects with MOTBD and Yellowstone Country, including Visa Vue and NSights, help us confirm our niche markets, geographic and demographic markets.

These partnerships will become increasingly important as the demographics of our visitors change. Marketing to international markets is expensive and labor intensive. With multiple partners combining efforts, funds and materials the opportunities increase to reach these markets as travel resumes.

Consumer Multi-Media Marketing

This segment will include funds for multi-media projects that have several components packaged together such as a print advertisement with an additional digital banner and/or leads. Nearly all of advertising we place involves multiple platforms. It is something we request when advertisers approach us.

One such example utilized in FY21 was with Amplified Media that included print, native, electronic (eblasts), PPC, social and digital banner ads. Others include the Yellowstone Journal, NW Travel Life, and Outdoors NW.

Event advertising always includes several media platforms for the widest reach in our target markets. Examples are Kids’N’Snow, Yellowstone Ski Festival and Rendezvous Ski Race.

In FY22, components to a multi-media campaign could include, but are not limited to: print, digital, electronic, native, paid social, streaming audio, and connected tv.

Diversified marketing and advertising campaigns are vital to an organization’s success.

To date, our current multi-media campaigns have an overall CTR of 8.67%, all platforms outperforming industry averages.

Benefits of multi-media advertising include:

- Improves engagement & conversion rates
- Reaches a wider audience
- Overshadows competitors by showing you are innovative and adaptive
- Improves brand recognition & brand loyalty
- Reduces marketing costs

West Yellowstone, along with our region, is seeing impressive numbers in the digital realm, where partnerships come in.

Depending on what method is utilized for a specific joint venture, we track email leads, social engagement, and/or click thru rates from placements.

Website specific metrics include:

- 10% increase over the previous fiscal year for online campaign landing page as entry point
- 5% increase in mobile traffic over the previous fiscal year.

$5,000.00

$115,000.00

Source: https://www.destinationanalysts.com/research/resources-for-tourism-advocacy-recovery/
Online/Digital Advertising

The majority of our marketing campaigns include some online/digital component. These components are not only the traditional static banners, but now include animated GIF files, video, native content, blogs and mobile messaging. Some campaigns rely more heavily on digital assets and advertising, due to the fact that their fans are more active online (as in the case of snowmobile and ice fishing).

Online/digital advertising is especially effective in the shoulder seasons, when our campaigns can be weather dependent and need to be changed mid-campaign. Mobile campaigns are becoming increasingly important as nearly 80% of visitors are utilizing their smartphones and devices.

Our printed maps, calendars and vacation planners are provided in pdf format for potential visitors to download/print from Destination/Yellowstone.com. Our snowmobile, OHV and ski maps are available on mobile apps that can be used offline as well.

Potential Online Marketing includes, but is not limited to:

- Pay per click, SEM & SEO campaigns on Google, Yahoo, Bing, etc
- National and Regional publication websites in conjunction with print campaigns
- Banner and mobile ads for both brand awareness and niche campaigns and events

Social Media

We utilize Social Media marketing to expand our virtual community of West Yellowstone participants and businesses using a variety of social networking sites and linkages. We plan to continue to further develop the West Yellowstone social media accounts to distribute information & publicize events. We constantly work to enhance content on our platforms & other travel-related sites such as Trip Advisor & Google, as well as web-based event calendars & publications. Working as a community, we can dramatically raise the visibility & content of West Yellowstone online.

We are continuing to work on strategies where visitors can take advantage of our activities and scenery to create their own memories, while also promoting West Yellowstone through photos & videos. In FY21, we began using Crowdriff to help source user generated content for marketing campaigns and social media. We will continue to use this platform to accumulate images for our marketing and website.

We also offer to train our members through workshops to better understand and utilize their social platforms, and encourage them to follow and share our content.

Social Media Strategies

- Continue to expand and encourage a networked virtual community of West Yellowstone participants & businesses using a variety of social networking sites and linkages.
- Further develop the Destination Yellowstone Facebook, Twitter, Instagram and Pinterest accounts to promote our West Yellowstone website, distribute information & publicize events.
- Use of new social media avenues as they become applicable to a business or tourism situation.
- Enhance content and photo offerings on travel-related and events-information sites such as Trip Advisor, Google Maps, Google Places & Yelp.

- Better search engine ranking
- You leverage your content by re-purposing and remixing publications, video and audio information products, and marketing materials.

Sources:

- https://wecanmag.com/benefits-using-multimedia-business-marketing/
- https://eckentmedia.com/5-benefits-advertising-social-media/

The last several years we have increased the amount of online advertising we incorporate into our overall advertising campaigns, including MOTBD and Yellowstone Country joint venture programs, with above average ROI. Our digital campaigns that ran throughout FY21 are showing above industry average results: 11.2% (Industry avg = 3.7%)

Advantages of using digital marketing:

- 49% of people said they click on text ads. (Blue Corona, 2019)
- Businesses make an average of $2 in income for every $1 they spend in AdWords. (Blue Corona, 2019)
- 63% of people said they’d click on a Google ad. (Search Engine Land, 2019)
- Paid ads have been proven to result in an 11.38% clickthrough rate on Google. (Blue Corona, 2019) (Source: https://www.hubspot.com/marketing-statistics)
- Content marketing costs 62% less than traditional marketing and generates about 3 times as many leads. (Demand Metric)
- On average, 46% of users act after viewing a video ad.
- Location-specific digital ad campaigns are 20x more effective than traditional banner ads that are not location-based.
- 80% of consumers will remember a video ad they viewed in the past 30 days.
- With the use of programmatic digital campaigns we have been able to target our geographic and demographic markets, reaching those potential visitors who are most likely to convert.
- We can repurpose digital content across multiple platforms.
- Digital marketing can have greater reach, higher engagement and lower cost per impression.

We track Click thru rates and open rates in addition to the objectives below:

- 10% increase over the previous fiscal year for online campaign landing page as entry point.
- 8% increase in mobile traffic over the previous fiscal year.

$5,000.00

$5,000.00
Consumers consistently rate print advertising as $5,000.00 for print placements.

Whenever possible we use traditional print advertising media in combination with digital and mobile options.

- Consumers consistently rate print advertising as high.

For print placements, $5,000.00 is allocated.
Consumer Radio & Television Advertising

With a limited budget, we seldom use Lodging Facilities Use Tax Funds for radio or TV, however, if funds allow and if the opportunity arises that we can partner with other funding sources or organizations to promote West Yellowstone and destination events, we would like to be able to do so. With the rise in streaming radio and tv platforms, this may be something we explore more in the near future.

In the past we have funded radio and TV spots - primarily for events. Other options may include regional radio or TV stations who offer spots as part of a larger package with digital and social components. Expenses could include, but are not limited to content development, production, activity fees, and other ancillary costs related directly to completing the segment.

With mainstream placements we can pack the number of times the spots air. Streaming placements give us additional information as to time viewed and number of spots or impressions. We can correlate this to spikes in web traffic to campaign landing pages.

We keep a monthly count of materials handed out, giving us average use over the fiscal year. We also watch for changes in web and social media traffic referred from these pieces.

$1,000.00

Consumer Printed Material

We use traditional printed materials in combination with new digital and mobile options to gain the best ROI for our efforts. We find that printed materials are good for brand recognition and support for our overall marketing campaigns, especially those for events. These materials are used daily by our Visitor Center staff as resources for visitors. The Visitor Center is the main source of distribution for these materials as well. Additionally, all printed maps and materials are made available electronically on our website DestinationYellowstone.com and via email to our network. Any pieces that may be sent to businesses, etc. will include postage and shipping.

Printed materials are an important component of a strong multi-media campaign. Many of our visitors ask for materials once they land, and we receive requests from those planning their trips daily. Many of our local businesses take our printed materials to consumer shows that they attend throughout the year. emphasizing West Yellowstone as a year-round destination with a multitude of amenities, activities and events. Local businesses also use these materials for their frontline staff as resources for visitor interactions, and have come to expect these materials and information.

Printed materials could include, but are not limited to:

- **Winter & Warm Season Calendars**: Up to 2,500 Calendar of events fold-over flyer or rack card (4”x9”) formats, glossy stock as well as 11”x17” single sided posters for winter. Up to 150 11”x17” single sided posters for spring/summer events. Online versions will be available on our website and partner sites as well.

We track the number of pieces printed and distributed in addition to any increase in email subscriptions and web traffic to landing pages included in placements.

$3,000.00

Print advertising components could include, but are not limited to:

- **Newspaper and Magazine ads**: Promote West Yellowstone as a year-round, family-friendly destination while emphasizing our winter and shoulder season campaigns including the Rendezvous Ski Race, Yellowstone Ski Festival, Kids’N’Snow, Old Faithful Cycle Tour, NAFIC Ice Fishing Tournament, and Music in the Park. To name a few.

Print advertising in our regional drive area includes ID, MT, ND, SD, and UT, and we increase our target markets for our shoulder season campaigns, utilizing opportunities in publications including National Parks Traveler, NW Travel & Leisure and Outdoors NW. Many times, we do joint buys with our local TBD in Yellowstone Country region for larger or extended national ad buys including Better Homes & Gardens, Midwest Living, Texas Monthly and niche publications.

- **Out-of-home window or airport display**: This could include renewing our Window Wrap Program cross-promoting seasons and activities; joint ventures with our entities for airport or national displays.

According to a survey conducted by Customer Focus and Quadr/Graphics, 77% of Millennials reported that they pay attention to direct mail, 73% to retail inserts, 54% to catalogs, and 51% to magazines.

According to PrintBig.com, U.S. and worldwide industry statistics, U.S. advertisers spend on average $167 per person on direct mail to earn $2,095 worth of goods sold. That’s a 1,300% return on investment!

When a customer or prospect reads a printed material, they are more engaged for a longer period of time. On average, a consumer spends 43 minutes reading a magazine. Websites are often skimmed in as little as 15 seconds per visit.

By combining print and digital ads, it will make online campaigns 400% more effective (topmediadvertising.co.uk)

People are 75% more likely to remember businesses seen in print compared to online (topmediadvertising.co.uk)

Print ads build brand awareness and promote customer loyalty. Consumers are very loyal to the magazines they read. Ads that are printed in favorite magazines show the consumers that the brand can be trusted. For the seasons listed above, we will continue to incorporate print into our multi-media approach.

4.4% is significantly higher than 0.12% on social media post. Print has a shelf life of about two minutes. On average, a consumer spends 43 minutes reading a magazine. Websites are often skimmed in as little as 15 seconds per visit.

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63% use them during their trip.

According to ITRR research, over 44% of visitors use printed materials (ie: maps, brochures) when planning their trip, and more than 63% use them during their trip.

Print reinforces your brand longer than a social media post. Print has a shelf life of about two weeks (Shabat 2015) since many people want to hold onto unique printed material. According to Alexandra Rohlfs, a marketing analyst at Webs, the shelf life of a Twitter post is about 15 minutes.

79% of consumers respond immediately to direct mail. Another advantage of direct mail advertising is the fact it gets open immediately. At least for 79% of recipients, there is still a considerably higher rate than for email, which is 45%. The response rate direct mail generates 4.4% is significantly higher than 0.12% on average for email. (Digital Doughnut)

An average success rate for promotional flyers is 1%-3%. (Stateside Marketing)

One of the most trustworthy, 82% of consumers report that they trust print ads. (localiq.com)

- Most Millennials love engaging with print ads. (customerfocus.com)

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services will be on a per project basis and may include, but are not limited to:

- services that our President/CEO cannot manage alone.

With the departure of our Marketing Director, Destination Yellowstone feels that an agency can provide strategy, planning and media buying power, especially in the digital space, an agency can provide strategy, planning and media buying power, and can provide strategy, planning and media buying power. These images need to be current & relevant to the destination, therefore replacing & updating images on a regular basis is important to the marketing of a location like West Yellowstone.

Posters, Flyers, Mailers for contests and lead follow up. These are standard sizes 6"x4" and 8.5"x11".

Out-of-home window or airport display. This could include continuation of our Window Wrap Program cross-promoting seasons and activities; joint ventures with our entities for airport or national displays. In the past, this has covered production costs, and partners have paid for installation.

Because people respond visually to content, simply adding a relevant photo to campaigns can grab someone’s attention. Brilliant images can increase engagement & traffic to the website. Videos have an even higher rate of engagement. These images need to be current & relevant to the destination, therefore replacing & updating images on a regular basis is important to the marketing of a location like West Yellowstone.

Research has shown that including images & video in marketing is important for some of the following reasons:

- 60% of travelers who view video content on social platforms use it as a factor in their decision-making process.
- Almost half of travelers state that they are likely to book a trip immediately after watching a travel activity video & 62% of travelers stated that they would like to see a video before making a final booking decision.
- 55% of people online watch videos every day & 78% every week.
- 55% of those who watch videos retain the message, compared to 15% who read it in text.
- Web content containing visuals perform better, receiving up to 94% more views.
- Email marketing campaigns that include images have a higher click-through rate than campaigns without.
- Tweets with images or videos get, on average, a 28% increase in retweets.
- Facebook posts with images see 2.3X more engagement than those without images.

We have a goal to add at least 20 new images each year to our library to replace those expiring. We try to add at least one new video each year and update seasonal videos every two years.

Consumer

Photo/Video Library

It is important to represent our destination through vivid, eye-catching images. It is also very important to have current images for niche activities like ski, snowmobile and fishing where clothing and products continue to change and become outdated after 2-3 years. This requires continuously adding new images so we are always rotating new images in for old ones. To do this, the West Yellowstone CVB plans to utilize the network of local photographers and partners who graciously allow us to use their photographs and videos at no or low cost for marketing purposes including print, online, website and social media. In FY21, we began using CrowdRiff to help source user generated content for marketing campaigns and social media. We will continue to use this platform to accumulate images for our marketing and website.

The West Yellowstone CVB would also like to have funds to hire a photographer/videographer for more specific photo opportunities including 360 video, seasonal and niche activity/event footage.

Every so often, we have requests from niche shows that film in the area; many times it is only for assistance in locations and communications with members. Other times they request production funding. In return, and in all cases, we request B roll footage and links to all airings to use for social media and visitor center screens.

Professional photography and video reflect your destination, not someone else’s. With photography you create an instant connection with your visitors. Our brains process visuals 60,000 times faster than text.

If you have a video or on your website talking about something specific for your destination you will show up in search engine results. Viewers are 64-85% more likely to purchase a product after watching a video about it. Website viewers spend 100% more time on pages with videos on them.


Consumer Ad Agency Services

With the departure of our Marketing Director, Destination Yellowstone feels that an agency can provide services that our President/CEO cannot manage alone.

Services will be on a per project basis and may include, but are not limited to:

- Annual planning and strategizing
- Copy assistance
- Publicity strategies and execution

We will ask for in-depth reporting on their hours worked so we can monitor project success and effectiveness. We will also monitor the success of projects the
This position has critical marketing and public relations responsibilities including, but not limited to:

- Results and reporting
- Creativity, Artwork, Creative
- Buying power
- Social media consulting and assistance
- Assistance building and managing photo libraries
- e-communications templates and systems
- Relevant landing pages
- Branding power and consistency
- Presentations/ROI programming
- Digital strategies and execution

These funds will be set aside to pay for hourly agency services, which are billed separately from the hard costs of the physical projects such as print materials or media buys.

<table>
<thead>
<tr>
<th>Marketing Support</th>
<th>Administration</th>
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<tbody>
<tr>
<td>Administrative funds are utilized to cover costs incurred in the implementation of the individual marketing methods/segments within our plan, as outlined by the Rules and Regulations. These can include, but are not limited to:</td>
<td></td>
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<tr>
<td>- Equipment</td>
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<tr>
<td>- Registration fees for development/trainings</td>
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<tr>
<td>- Office supplies and rent</td>
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<td>- Travel expenses</td>
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<td>- Utilities</td>
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<td>- Bank and accounting fees</td>
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<td>- Reference materials</td>
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<tr>
<td>- Postage and shipping</td>
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<tr>
<td>- Salaries</td>
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<tr>
<td>- Other costs that aid in the completion of methods</td>
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<tr>
<td>Supporting research and statistics are provided in the individual methods/segments. Administrative costs support/enhance methods per the Rules and Regulations utilizing up to 20% of new revenue collections.</td>
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</tbody>
</table>

The intent of the administrative budget is to cover costs incurred in the implementation of approved marketing methods up, but not exceeding 20% of our new annual revenue. We measure success by completing specific methods supported by these funds. $45,000.00

<table>
<thead>
<tr>
<th>Marketing Support</th>
<th>TAC/Governor’s Conference meetings</th>
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</thead>
<tbody>
<tr>
<td>Approved organizations are required to have one paid staff or board member at each Tourism Advisory Council meeting, preferably the representative who works most closely with the Department.</td>
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<tr>
<td>Within Yellowstone Country, our region and CVB representatives also try to have seasonal meetings where we address regional issues and opportunities to work more cohesively.</td>
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<tr>
<td>It is our hope that we will return to in-person meetings during the course of FY22, as these interactions are invaluable.</td>
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<tr>
<td>Attendance is required per the Rules and Regulations, and ensures that participating organizations are aware of current events, changes to rules and regulations, new funding opportunities and yearly approval of required Marketing Plans and budget.</td>
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<tr>
<td>During meetings, we also have the opportunity to network with other organizations. We can compare success stories and challenges, and brainstorm new ideas.</td>
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<tr>
<td>It is also an opportunity to educate each other and our Tourism Advisory Council members about our regions and destinations.</td>
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<tr>
<td>Method specific objectives:</td>
<td></td>
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<tr>
<td>- Attend all Council meetings, unless excused pre-meeting, for acceptable work or weather reasons.</td>
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<tr>
<td>- Attend partner meetings or trainings when offered.</td>
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</tbody>
</table>

$3,000.00

<table>
<thead>
<tr>
<th>Marketing Support</th>
<th>Marketing/Publicity Personnel</th>
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<tbody>
<tr>
<td>The West Yellowstone Chamber has had a marketing and public relations position for more than 15 years. We have found this position to be very efficient and cost effective. The value of the local knowledge of the community and its situations cannot be overstated.</td>
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<tr>
<td>This position has critical marketing and public relations responsibilities including, but not limited to:</td>
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<tr>
<td>- Creation, administration, and execution of the annual marketing plan, projects and budgets for Lodging Facilities Use Tax (Bed Tax) funding.</td>
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<tr>
<td>- Work closely with other marketing organizations (local, regional, MOTBD) for grants and additional funding options, as well as co-operative advertising opportunities.</td>
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<tr>
<td>- Determine and sustain new markets that diversify shoulder seasons West of Yellowstone Park.</td>
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<tr>
<td>- Determine social media marketing strategies, management (including content creation and placement) for social media platforms. Create, execute and oversee social media marketing advertising campaigns.</td>
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<tr>
<td>- Drive internet marketing programs including SEO and SEM, website optimization, and online advertising campaigns. Content creation, content and imaging library management, for the website, social media, and other on-line programs.</td>
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<tr>
<td>- Raise the level of marketing awareness and participation within our community through workshops and seminars, weekly marketing blasts, bi-monthly marketing reports at Chamber (CVB) meetings, and quarterly meetings of the Chamber Marketing Committee. Work to promote MOTBD, Yellowstone Country and West Yellowstone brand messaging.</td>
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</tr>
<tr>
<td>- Coordination of publicity efforts including content creation and response as needed for news releases, PSA’s, radio and television interviews, as well as on-line event calendars, blogs, and promotions. Organize resources and participation in media and familiarization tours.</td>
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</tr>
<tr>
<td>- Create and implement crisis management plans with unified public relations and community wide updates to ensure accurate, timely, and continually updated information is sent to area businesses, residents, and visitors.</td>
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</tr>
<tr>
<td>- Works with and directs any required professional agencies for high quality production and development of projects that require unique skills, such as developing our internet and social media framework.</td>
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<tr>
<td>- Work towards integration and all aspects of funding sources available for West Yellowstone marketing.</td>
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<tr>
<td>- Continued education on the newest and upcoming trends, tools, resources and information to keep Montana and West Yellowstone at the forefront of potential travelers’ minds.</td>
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</tr>
<tr>
<td>Because the Marketing/PR positions are held by someone who lives and works in West Yellowstone, they have a deeper knowledge of the community and its needs. They can react quickly on short deadlines and when communications are needed immediately for crisis situations. They know the members of other community partners and funding organizations and feel comfortable working on projects with multiple groups.</td>
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<tr>
<td>Other advantages to having in-house marketing/PR personnel:</td>
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<tr>
<td>- Increase and monitor value vs. cost</td>
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<tr>
<td>- Implementation of a consistent marketing strategy</td>
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<tr>
<td>- Maximization of the community’s image</td>
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<tr>
<td>- Enhanced quality control of the brand</td>
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</table>

We measure the success of this method by the completion of all other methods in this plan through monthly, quarterly and year-end reports. $83,000.00

Marketing Personnel Duties.pdf
In 2018, as content creation, distribution and management has become more time-consuming, we added a part-time Marketing Assistant to the staff, whose main responsibilities were focused on social media, reporting and website updates. This position had been covered under Administrative Expenses, but with the reduction in new revenue in FY21, we realized that moving it under the Marketing Personnel budget line ensured the funds needed without a cap, or pulling from multiple budgets lines to fund the position. It makes it easier for reporting as well. This has given our Marketing Director the necessary time to focus on placements and new media that will serve our needs in the best possible way.

This position includes, but is not limited to the following responsibilities in assisting the Marketing Director:

- Assist with strategic planning (including annual marketing plan), development, implementation and evaluation with Marketing Director, internal teams, clients and partners to assist in execution of the annual marketing plan strategies, methods and budgets.
- Assist with research in travel trends, traveler perceptions, marketing technologies and methods of implementation.
- Plan and manage resources of assigned tasks according to approved budgets.
- Assist Marketing Director with information gathering and results for internal teams and for completion reports for Annual Marketing Plan.
- Assist with promotional activities including calendar of events and FAM opportunities.
- Post and update online content on the company’s website and social media accounts.
- Help to raise the level of marketing awareness and participation within the community.
- Work with administrative staff and marketing team for crisis communications.
- Maintain marketing and media database programs.
- Assist in driving internet marketing programs including SEO and SEM, website optimization, and internet advertising campaigns. Content creation, content and imaging library management, for the website, social media, and other on-line programs.
- Assist in coordination of publicity marketing efforts including content creation and response as needed for news releases, PSA’s, radio and television interviews, as well as on-line event calendars, blogs, and promotions.

We also expect this person to continue education and training to develop on-going knowledge, skills and networks to do the job efficiently and relay new resources, tools and opportunities to our constituents.

Chart of duties for positions attached.

Marketing Support Fulfillment/Telemarketing/Call Center

This method encompasses the cost of distribution of the West Yellowstone Vacation Planner through shipping directly from our printer, Fed Ex, drive distribution and mail from direct referrals. Demand for West Yellowstone’s Vacation Planner by Visitors Centers around the area remains high. In 2020, we printed 45,000 copies. Quantities for the number of planners fluctuated in FY21 due to Covid-19 closures and restrictions. Some have carried over to 2021, and we anticipate it will continue to fluctuate so we will adjust our shipping accordingly.

We consider providing information for these guests bound for West Yellowstone as an important part of our marketing efforts. We also increase our level of respect and cooperation because we build relationships with other Chambers and CVB’s and we enhance their ability to help guests by providing the requested information.

This helps us meet our goals of:

- Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.
- Continuing to expand our marketing potential by participating in partnerships with other tourism organizations.

It is our plan to have the following Centers included in this distribution of our Vacation Planner. Others may be included as calls are received and supplies warrant.

- Idaho: Coeur d’Alene, Twin Falls, Malad City, Idaho Falls, Teton Valley, Ashton, Rexburg, St. Anthony, Pocatello, Bonners Ferry, Lava Hot Springs, Stanley, Driggs, Twin Falls & MHAFB.
- Wyoming: Buffalo, Cody, Jackson, Dubois, Kaycee, Sheridan, Pinedale, Thermopolis.
- Utah: Salt Lake (multiple locations), Bear Lake Visitor Center, Bear Lake State Park, Cache Valley Visitors Bureau, Forest Service - Logan.
- Colorado: Grand Junction.
- South Dakota: Keystone.

The Annual TRR reports show Visitor Guide use still ranks high in the pre-trip planning process and even higher once visitors arrive. DMA West released a report from a study done in conjunction with Destination Analysts regarding DMO Visitor Guides that support this information as well (updated 2020-21). Some of the highlights follow:

Reasons for Ordering Guides:

- to help plan their vacation (63%).
- to review information about the destination (42.8%).
- to have a guide to take on their trip (37%).
- 39% ordered the guide specifically for trip inspiration.

Usage & Trip Behavior:

- Nearly 70% of potential visitors actually travel to the destination after receiving the DMO visitor guide.
- The majority of visitor guide requestors initially learn about the DMO’s visitor guide on the DMO’s website or through search engine results and ads, versus it being a habit to order visitor guides.
- These trips are largely vacations in which the visitor stays in a hotel.
- 70% of these visitors characterize their trip as a vacation and 68.8 stay in a hotel.
- 75% guide users had already made their destination decision when they requested the guide.
- 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.
- 28% 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, 71% reported having increased their intended length of stay in the city by 1.9 days on average.
- 80% said they used the visitor guide as a trip planning resource before arriving in the destination and said 74.9 percent they used it in-market.

We view the continued demand for our planners as a measurement of success. We track where and how many planners are distributed. We also track the number of emails the staff responds to and phone calls helping potential visitors.

| Marketing Support | Fulfillment/Telemarketing/Call Center | The Annual TRR reports show Visitor Guide use still ranks high in the pre-trip planning process and even higher once visitors arrive. DMA West released a report from a study done in conjunction with Destination Analysts regarding DMO Visitor Guides that support this information as well (updated 2020-21). Some of the highlights follow: | We view the continued demand for our planners as a measurement of success. We track where and how many planners are distributed. We also track the number of emails the staff responds to and phone calls helping potential visitors. | $3,500.00 |
As evidenced with the Yellowstone River Closure in 2016 and wildfires in Glacier Country in 2017, road closures due to storms or accidents, and now outbreaks of illness. We track the use of printed materials by our businesses, sharing of information where information is available.

**Marketing Support**

**Funding/Staffing/Signage**

The VIC staff is our most critical marketing product "on the ground" here in West Yellowstone. The annual ITRR report shows that the Visitor Center is utilized by the majority of visitors once they reach West Yellowstone. Our destination marketing efforts bring visitors to or through West Yellowstone via Yellowstone Park. However, our VIC staff has the ability to impact length of stay and quality of experience many times, each and every day.

The VIC employs a year-round full-time manager and counselor, and several seasonal part time travel counselors to assist visitors. Staff spends ample time per group assisting visitors with directions, outdoor recreation opportunities, accommodations, dining and activities.

The Lodging Facilities Use Tax Fund has always allocated a percentage of the budget to VIC support and will continue to do so. The VIC also receives funding from Yellowstone Country Regional Tourism, The Town of West Yellowstone and the West Yellowstone Tourism Improvement District (TBID). The West Yellowstone Chamber provides the required high-speed internet access, insurance, the building and building maintenance. The Town of West Yellowstone supplies restroom maintenance and supplies, lawn and parking lot maintenance in addition to staffing support.

We will work with our partners (state, region, and local) to continue to educate our VIC staff on the social and economic importance of the tourism industry in the local area, region, and state. We will also educate the staff about the multitude and vast variety of experiences available.

The staff will receive training on how to use our marketing tools (website, electronic resources, Vacation Planner) to best leverage all avenues of communications and promotions.

Statistics from the West Yellowstone VIC during FY21 to date are as follows:

- **Total number of visitors to date:** 60,969
- **Top visiting states:** CA, UT, WA, TX, ID, FL, MN, CO, OR, MT
- **Sold 938 Rendezvous Trail Ski Passes; over 2800 Snowmobile permits; and 253 OHV Permits**
- **The VIC staff also answers phone calls and email requests for information**

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**Funding/Staffing/Signage**

As a small, rural community who relies on tourism as our number one industry, it is important to provide our businesses with current and relevant information regarding the travel industry to help them maximize their efforts and success, as well as the community as a whole.

Prior to covid-19 in 2020, the VIC, Chamber/CVB and TBID staff have offered a half day Frontline Training seminar in conjunction with the Host Week program West Yellowstone shared with Big Sky. This had been one of the most highly attended workshops in West Yellowstone. Businesses find it necessary for their changing seasonal staff and those new to our community.

For the 2019 Frontline training, we partnered with Flathead Community College to bring in the Customer Service Training similar to the previous Superhost program.

With gathering sizes increased and some change in format, we brought the workshop back in May of 2021, offering a shorter presentation, and adding one-on-one presentations at individual businesses. We found that many employers couldn’t spare the number of employees that they would like to send for a half day and asked us to attend orientation sessions. Others preferred the local content.

The Chamber/CVB has also offered Learning Workshops throughout the winter season including customer service, marketing and other tourism related topics. In 2018, we partnered with a private business and the Yellowstone Historic Center to bring in a nationally recognized business consultant and speaker for our businesses, who also did one-on-one meetings. This was well attended, with full appointments. Many attendees implemented learnings right away, and others asked about future workshops.

These just a few examples of what this method may help fund, but other opportunities may arise in which we would like to participate.

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**Marketing Support**

**Outreach**

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and covid-19 have caused us to create accurate information releases and documents with such things as alternative routes and activities for our frontline staffs.

In the event of any of these unexpected situations, we need to proactively implement a crisis management process that we have created and successfully used in the past. This could include additional unanticipated expenditures including increases in marketing publication relations and other support staff during the crisis. We may also need to hire additional staff for the Visitor Information Center to distribute bulletins door-to-door to local businesses.

Our crisis management plan includes, but is not limited to these components:

- Coordination with all agencies to have effective input in all press releases.
- Update relevant website content, including highlighted stories in the "news section" of the home page on our own website, Facebook and Twitter accounts. Note: it is critical to have updates in place early in the morning and throughout the day as situations are updated or changed.
- Issue news releases if needed.
- Website content and news releases could contain the following:
  - Specific information on the incident (location, size, containment, closures, evacuations, air quality)
  - Information on major road closures, alternative routes, major roads that are still open
  - Areas, attractions, and activities that are still available
  - Phone numbers and websites for additional information
- Coordination with Yellowstone Park, the USFS, Yellowstone concessionaires, and other partners to have an effective communication channel for all Yellowstone guests.
- Aid with organizing and conducting public meetings.
- Create and distribute notices to local and area businesses to better assist with their guests.
- Distribute appropriate information to key tourism contacts including MOTBD, Wyoming Travel, Idaho Tourism, Yellowstone Country, other appropriate countries, appropriate Chambers and CVB’s including organizations in neighboring states of Idaho and Wyoming, and the Salt Lake Utah area.
- Coordination with media including radio and television, news services. Coordination of radio Public Service Announcements if needed (PSAs).
- Door-to-door distribution of informational materials to frontline staff at local businesses.

We will incorporate press promotions/releases into our overall marketing plan to enhance and support traditional methods. This may include paid press release distribution to increase our market reach on a national and international scale.

Prior to covid-19, we consistently received requests from tour companies/operators, media, independent film companies, and MOTBD for support of Press/FAM Trips. We will see these trips start to resume as travel opens up again later in 2021 and beyond.

Many of these were related to Yellowstone National Park and others were looking for unique and off the beaten path ideas for itineraries. We evaluate each request to see if there is a direct benefit for West Yellowstone and if they meet our criteria. We like to allocate some funds to appropriate opportunities when they present themselves. Part of the partnership with Visit Utah includes a FAM/press trip component, so we would like to have a budget to accommodate that, as it directly benefits West Yellowstone.

We continue to utilize an application format for potential media and influencers which they must fill out to see if they meet pre-determined criteria. This also gives us insights into the writer’s reach and strong platforms. It helps to weed out those with committed assignments from those who just want a free trip to Yellowstone. We ask that all media and FAM participants utilize our social platforms with hashtags and tagging our pages. As articles and blogs are published, they are required to provide samples, links and stats to help us determine ROI.

Funds devoted to this strategy will also allow us to create accurate and complete press kits for participants.

Research plays a major role in affirming our planning efforts are on target and analyzing how our campaigns are performing. Making sure we have the right data, statistics, and tools is important to West Yellowstone’s continued success.

Our accomplishment depends on the success of the tourism industry in Montana as a whole and solid research, statistics and reports help us stay on track.

We plan to use several sources of research to aid us in planning and strategize our promotion efforts. We measure and analyze data from our past and current efforts as well as look to professional individuals and organizations such as Montana Institute for Tourism and Recreation Research, Destination Marketing Association West, Destination Think, NPG, Google and others.

In FY22, Destination Yellowstone, in conjunction with local partner organizations, would like to Destination Development Association’s Community Assessment and Plan program to help us identify strengths, weaknesses and direction moving forward in our recovery. The Destination Assessment is a week-long in-depth photographic look at your community through the eyes of a first-time visitor, offering an objective view of what a visitor sees and experiences while in your community: from the initial planning to on-the-ground exploration. After a third-party analysis, community meetings and workshops, we will have a 24-month action plan. Link to information packet.

In the past we have supported MOTBD, Yellowstone Country Region and other trips. These operators and press have provided West Yellowstone with chances to put our best foot forward and make important networking connections. We know that these trips and tours can be very beneficial for West Yellowstone and Montana.

Digital and social media has made it easier to track ROI. With the growth in international travel and even some regions in our area like Northern Utah, having professional and reliable representation by operators and media will be beneficial to our town and area. Digital and influencer trips have become even more popular and beneficial to DMO’s during the pandemic, so we may pursue this as well.

Benefits of influencers and bloggers include:
- These established writers already have opt-in audiences.
- Their audiences find them as credible references and value their reviews, tips and insights.
- Allows for niche marketing.
- Boosts SEO through credible back links and increased traffic.
- Generates relevant leads.
- Aids in content strategy with a flow of fresh content.

Specific metrics for this method include:
- Hosting at least 1 influencer where content and images are created for our use in marketing.

For this project we have the following goals and metrics:
- To have participation from 13-15 community representatives for the core team.
- Create a 2 yr action plan with items we start to implement immediately.
- Have information.
Improvement. DMOS are also able to know how effective advertising strategies are in attracting visitors.

### Marketing Method Budget

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**Total:** $562,824.16

### Miscellaneous Attachments

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