

Application

Instructions

*Print to PDF will convert the application plus any PDF attachments into a single PDF file. **Release for Review** will change the status of the application to Under Review and move it on to the evaluation process. **Negotiation** will allow you to unlock one or more sections of the application and route the application back to the applicant for further editing. **Annotations** allow internal staff to add notes that are visible to internal staff only and possibly also reviewers if they have a special security privilege. The applicant cannot see these notes. **Versions** will display all component versions that were created as a result of the negotiation process. **Feedback** allows staff to enter feedback about the application to the applicant. The feedback text will appear at the bottom of the application and will be visible to anyone who has access to the application. **Withdraw** changes the status of the application to Withdrawn and removes the app from the evaluation process.*

Application Details

[Map](#) | [Print to PDF](#) | [Negotiation](#) | [Annotations\(0\)](#) | [Versions](#) | [Feedback](#) | [Withdraw](#)

15254 - FY15 Region/CVB Marketing Plan - Final

**16745 - FY 15 Glacier Country Marketing Plan
DOC Office of Tourism**

Status:	Under Review	Original Submitted Date:	05/02/2014 2:56 PM
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Applicant Information

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Organization Information

Name:*	Glacier Country Regional Tourism Commission		
Organization Type:	Non-Profit Organization		
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Community & Brand Support

1. Describe your destination.

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

Purpose:

Mission Statement: Glacier Country Regional Tourism Commission, a non-profit organization, is dedicated to a balanced partnership among eight Western Montana counties (Flathead, Glacier, Lake, Lincoln, Mineral, Missoula, Ravalli and Sanders), Glacier National Park and other entities, to effectively market the region to visitors and educate the public regarding the value of tourism, while encouraging respect for our outstanding natural environment and quality of life.

The purpose of this marketing plan is to establish a strategy for all of Glacier Country's advertising and publicity to: A) reach Glacier Country's identified markets and audiences; B) present them with a unified message that aligns with the Montana brand; C) create a desire to visit and/or return, D) get visitors to come and stay in Glacier Country and E) share their experience in a way that would encourage others to visit as well.

Identity of the Area (Strengths and Challenges):

As a travel destination, Glacier Country enjoys many distinct strengths. Some of the major assets include:

- **Spectacular Unspoiled Nature** – For natural beauty, Glacier Country offers unique natural history and geological features such as Glacier National Park, the remains of Glacial Lake Missoula and ice age floods, numerous lakes and rivers, abundant wildlife, birding, the National Bison Range, spectacular mountain ranges, wilderness areas, national and state forests and state parks.
- **Charming Small Towns and Communities that Serve as Gateways to Natural Wonders and Western Montana's Culture and Heritage** – There are many historic sites, art galleries, museums, resident artisans, theaters and two American Indian reservations. Glacier Country shares an international border with Canada. It also has numerous points on the route of the Lewis and Clark Journey and David Thompson's Journey (a Canadian explorer whose maps Lewis and Clark used when they left St. Louis). The historic "red buses" in Glacier National Park and the numerous historic settlement sites throughout Western Montana are among the many points of interest in Glacier Country. Building off of the success of Glacier National Park's Centennial in 2010, we will celebrate various significant anniversary events throughout the region.
- **Relaxing Hospitality at Night** – Glacier Country has abundant lodging and camping opportunities to house visitors year round. Other facilities include convention space, restaurants, entertainment, Flathead Valley Community College, the University of Montana, Salish Kootenai College, Blackfoot Community College and visitor information centers. We anticipate some new properties opening up in Glacier Country during the next 18months as well as renovations of existing properties. Many of these properties are affiliates of national chains and offer strong brand awareness, special travel incentive programs and excellent meeting facilities. Locally owned properties provide a variety of unique lodging experiences distinct to Western Montana.
- **Breathtaking Experiences by Day** – Glacier Country offers a full range of outdoor activities from extreme to soft including, but not limited to: boat trips, camping, cycling, hiking, horseback riding, fishing, golfing, motor cross, mountain biking, water sports, rafting, skiing and snowmobiling.
- **Partnerships** – Glacier Country benefits from a culture of collaboration among its many partners including the arts, agriculture, tribal entities and natural resource sectors.
- **Signature Events** – Supporting our communities well known events such as Montana Dragon Boat Festival, Huckleberry Festival, North American Indian Days, Bitterroot Scottish Irish Festival, Missoula Marathon, Rendezvous Days, Tamarack Festival, Flathead Cherry Festival, Winter Carnival and Spartan Race.

Glacier Country's marketing efforts face some challenges which include:

- **Gas Prices/Economy** – Tourism businesses continue to be concerned. The price of fuel and economic downward turn may keep visitors away or impact budgets for travel thus shifting how they spend their vacation dollars.
- **Airline Challenges** – Glacier Country has experienced an increase in the price of airline tickets and fluctuation in capacity. We also experience challenges in additional airline fees for various services creating difficulties for the visitor. We are seeking additional airlines and flights from key markets coming into the area as well as maintaining current level of availability.
- **Glacier National Park Infrastructure Issues** – Going-to-the-Sun Road repairs and reconstruction, late openings, limited parking and unpredictable weather events result in seasonal infrastructure impacts. In addition, reconstruction work on the Going-to-the-Sun Road continues and while a new public transportation program is in place, this may lead to some delays for vacationers driving across Logan Pass. Public relations and outreach will be key factors for keeping the public informed about year-round services and activities in Glacier National Park that don't rely on the Going-to-the-Sun Road. Pending budget cuts increase the likelihood of decreased visitor services.
- **Melting Glaciers in the Spotlight** – The greenhouse effects on the melting glaciers in Glacier National Park continue to come under the spotlight as environmental conservation agencies petition to have Glacier National Park and Waterton National Park declared an endangered World Heritage site. This coverage may give travelers the impression that there is nothing left to see in Glacier National Park. We hope to change the perception that instead of visiting Glacier National Park to "see the glaciers" they are visiting to "see the beautiful landscape" that was carved by glaciers.
- **Perception that Glacier National Park is Closed during the Winter** – We are working through public relations, newsletters, travel guide, social media, website and call center outreach to aggressively promote the fact that Glacier National Park is a year-round destination.
- **Perceived Remote Location** – One of Glacier Country's greatest assets is its "get away from it all" location, but the perception of our location as remote is also one of its liabilities. Urban visitors perceive wide open spaces, wildlife, driving distances and basic services (such as medical, emergency and technology) as limited or intimidating.
- **Resident Concerns** – Because of high traffic months, some Glacier Country residents in certain areas are concerned about the impact of tourism. However, tourism is embraced in most areas of Glacier Country.
- **Crisis Preparation and Education** – It is important to have a crisis plan in place and be prepared. It is impossible to predict where a crisis will occur, how great an impact it will have on tourism or how much of the Glacier Country marketing budget it will consume. For example, a fire that closes Going-to-the-Sun Road for even a day is far more damaging to tourism than one that burns deep in the Cabinet Wilderness. Glacier Country has been preparing for such crises by working with Montana Office of Tourism, U.S. Forest Service, National Park Service, Department of Natural Resource Conservation, Bureau of Land Management and other regions and CVBs as well as the Governor's Office to create a crisis communication plan of action. Concerns over the melting glaciers in Glacier National Park and potential for flooding and forest fires could escalate into a media crisis, so it is important to annually review our crisis plans and be prepared to implement them.
- **Weather** – Unpredictable weather nationwide, wildfires and snow levels in the winter could have repercussions on the year-long travel season.
- **International Issues** – The tighter security at the Montana/Canadian border, as well as situations overseas, impact the international tourist's desire to travel. Currency fluctuations (actual or perceived), documentation requirements and security guidelines create uncertainty and increase competition of international destinations.
- **Public Transportation** – Although we have key points of transportation within our larger communities, much of our region has limited means of public transportation between cities and to area attractions.
- **Technology** – Evolution of technology available to audience (including social media) has added a complexity to marketing strategies.

Optional: [Include attachments here](#)

2. How will your marketing plan address the three phases of the travel decision process of inspiration, orientation and facilitation?

Use icon and activity based creative according to brand standards and coordinate and generate positive publicity to inspire, orientate and facilitate travel to our region.

Creative drives to one of many fulfillment tools:

- Webpage/Mobile Site (FY 13: 1,018,000 unique visitors)
- Call Center/Reader Service Inquiries (FY 13: 150,000)
- Print and Online Travel Guide (FY 13: 235,000)
- Social Media (To date: 46,000 Followers and Likes & in FY 14: 83,000 Blog Visitors)
- Media Stories (FY 13: \$2.1 million in regular earned ad)

Optional: [Include attachments here](#).

3. Who is your market?

a. Define your target markets (demographic, geographic and psycho-graphic)

Geographic Markets

- 1) Primary: California, Washington, Illinois, Utah, Oregon, Texas, Minnesota and Alberta.
- 2) Regional Drive Market: 600 miles radius of Glacier Country.
- 3) Other: Additional areas as opportunities arise or markets emerge according to marketing analytics including international FIT (flexible independent travel). We will look deeply at all direct flight markets existing or new.

Target Demographics

PRIMARY

Individuals: Active and affluent adults, mid 30s+, HHI \$50,000+, take at least two vacations per year. Interests may include authentic experiences such as hiking, camping, skiing, golf, history, culture, wildlife viewing, shopping, relaxing, spa getaways, dining and others. Individuals may be traveling as groups of two or more (couples, girlfriend or guy getaways, etc.).

Mature couples: Active and affluent 55+ couples, HHI \$70,000+. Interests may include authentic experiences such as outdoor activities, history and culture, wildlife viewing, photography, skiing, golf, hiking and others (may include RVers). Many of these couples may be traveling as groups with other friends and/or extended family.

SECONDARY

Families: Active and affluent adults with 1+ children and multi-generational travelers, HHI \$75,000+. Interests may include wildlife viewing, hiking, skiing, history, culture and others.

b. What are your emerging markets?

Our emerging markets are California, Utah, Texas, international free independent travel and direct flight markets with our region.

c. What research supports your target marketing?

Glacier Country tries to align our markets, when appropriate, with the markets being targeted by Montana Office and Tourism as well as our CVBs and other public and private partners. We also reference the data collected from our call center and webpage. We have seen continued inquiry growth from California and Texas.

Optional: Include attachment here.

4. Overall Goals

Goals:

Glacier Country's primary marketing goals are:

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

Objectives

- 1) Increase overall consumer response by 2% over 2014
- 2) Increase electronic response by 2% over 2014
- 3) Increase use of reactive website by 4% over 2014
- 4) Increase our consumer database by 2% over 2014
- 5) Increase our trade show database by 4% over 2014
- 6) Media stories to increase by 1% over 2014
- 7) Fund chamber/visitor information centers at up to \$3,500 per project from Memorial Day to Labor Day 2015 to better inform and encourage visitors to stay longer in Glacier Country
- 8) Increase consumer and group suggested itineraries by 2

Optional: Include attachments here.

5. Cooperative Opportunities

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

We are open to cooperative efforts for leisure advertising, publicity, film, group tour and international FIT. We are open to working with MTOT and look forward to seeing what we can work together on in the coming year.

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

We are actively engaging in conversations with regions and CVB's to explore multiple ways to partner. One idea the regions have been talking about is a statewide birding webpage with tools for bird watching enthusiasts. We currently have several different birding brochures but none can really be easily found or used by going to a single source.

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

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

. FY 2013 = \$65,000 (Actual)

. FY 2014 = \$145,000 (Actual)

. FY 2015 = \$100,000 (Budget)

These amounts vary year to year based on what opportunities present themselves. For the most part we feel the coops we have done have been successful. There have been a couple we determined not effective but frankly those happen. In this day of rapidly changing marketing methods especially in the digital era, we must do our best to make solid decisions and track accordingly.

We measure effectiveness based on three primary things: return on investment, brand support, community and partner outreach/support.

Optional: Include attachments here.

Include pie chart here.

[FY 2015 Budget Pie Chart - Online & Segment.pdf](#)

Marketing Segment, Strategy & Budget

Marketing Segment	Marketing Method	Does research support this method?	Describe your method.	Supporting research/statistics	Provide a brief rationale.	Plan to measure success?	Marketing Method Evaluation	Estimated budget for each method.	Non bed tax funds?	Add'l Atttchmnts
Consumer	Print Advertising	Yes	We will use a mixed media approach by placing print and online advertising in major primary market print, online and mobile websites as well as other targeted websites across the country (including social media advertising) in conjunction with other tourism partners. We have had great success in the past both independently and by partnering with private tourism businesses, CVBs, MTOT, etc. with campaigns in identified markets. We will continue to build upon these successful efforts combining our consumer advertising budgets along with our opportunity and joint venture funds.	http://membercenter.glaciermt.com/wp-content/uploads/2014/04/Print-Advertising.pdf http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Brand-Awareness-Article.pdf http://membercenter.glaciermt.com/wp-content/uploads/2014/04/Brand-Research.pdf http://membercenter.glaciermt.com/wp-content/uploads/2014/04/2013-2014-Call-Center-Webpage-Report-March-2014.pdf	Glacier Country will focus its consumer advertising and marketing efforts in our primary and secondary target areas as well as our feeder and regional drive markets as listed in our narrative marketing plan. We will continue to maintain a strong presence in our traditional markets but also explore other areas that offer some potential in light of continued economic and competitive market challenges we are facing. We will also use our opportunity and joint venture funds to compliment this budget line item.	We will measure our success with print media via reader service and online or voice call requests for information. While a bit tougher to track with hard data, we feel it is a strong component to our overall advertising strategy. Our ads are on-brand and we feel it adds to the big picture of marketing Montana as a destination.		\$90,000.00	No	
			We will use a mixed media							

Consumer	Online/Digital Advertising	Yes	<p>approach by placing print and online advertising in major primary market print, online and mobile websites as well as other targeted websites across the country (including social media advertising) in conjunction with other tourism partners. We have had great success in the past both independently and by partnering with private tourism businesses, CVBs, MTOT, etc. with campaigns in identified markets. We will continue to build upon these successful efforts combine our consumer advertising budgets along with our opportunity and joint venture funds.</p>	<p>http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Online-Advertising-Article.pdf http://membercenter.glaciermt.com/wp-content/uploads/2014/04/2013-2014-Call-Center-Webpage-Report-March-2014.pdf</p>	<p>Glacier Country will focus its consumer advertising and marketing efforts in our primary and secondary target areas as well as our feeder and regional drive markets as listed in our narrative marketing plan. We will continue to maintain a strong presence in our traditional markets but also explore other areas that offer some potential in light of continued economic and competitive market challenges we are facing. We will also use our opportunity and joint venture funds to compliment this budget line item.</p>	<p>Online advertising is one of the most trackable mediums available today. We are able to gather valuable statistics on how each ad performed. We use all tracking data for considering our immediate and long term approach to online marketing and will continue to measure impressions, clicks, click thru rate, likes, follows, reach, shares and overall engagement to determine the effectiveness of our online advertising efforts.</p>	\$190,000.00	No	
Consumer	Electronic Adv - Newsletter, E-blast	Yes	<p>Glacier Country will continue to send seasonal newsletters and email blasts. Content features activities, events and attractions throughout Glacier Country reflecting the area's personality. Blasts will include color photos and links to web sites and social media sites for additional information as well as special promotions and package offers. Each of the newsletters and eblasts will be sent to the active users in the Glacier Country database. Our agency of record will work with the Glacier Country staff to solicit area information and determine content to be featured in each.</p>	<p>http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Email-Marketing-Article.pdf http://membercenter.glaciermt.com/wp-content/uploads/2014/04/2013-2014-Call-Center-Webpage-Report-March-2014.pdf</p>	<p>We have had tremendous success over the years maintaining a relationship with those who have requested travel information and assistance. By continuing to foster this relationship, we have ensured our efforts are effective and efficient. The response for each newsletter and eblast is tracked by the call center and reported on a monthly basis. In the past year we have increased the recipient list from 140,000 to over 320,000 for each blast and strive to continually increase this with new names of travelers planning a trip to Western Montana. We have over three million names in our archived database and have been mining this list for active contacts allowing us to re-engage potential visitors and permanently archive invalid contacts.</p>	<p>Each newsletter will include a unique URL and analytics code to enable tracking to summarize overall performance of each blast. These will include number of emails sent, email opens and links opened.</p>	\$23,000.00	Yes	
Consumer	Travel/Trade Shows	Yes	<p>Glacier Country has attended and participated in a number of targeted travel and trade shows over the years: consumer, group tour, international free independent travel (FIT), meeting and conventions, incentive travel. We will continue to attend shows we have found successful and evaluate new shows to see if they fit our target markets. Glacier Country strives to coop with CVB's, other tourism regions and private partners as much as possible.</p> <p>On the consumer/FIT side, we plan to attend USTA Pow Wow, USTA GoWest Summit, Rocky Mountain International (RMI) Roundup, IMEX and several consumer: specifically Warren Miller Film Premiere shows where we have booth space negotiated as part of our sponsorship package and/or travel and adventure shows produced by Unicomm LLC. We plan to work in a PR aspect at several of these shows by doing some publicity visits with not only media attending the show but media located in the host city. Travel guides, market specific collateral, FIT Itineraries, Montana Office of Tourism guide(s), maps as well as our Glacier Country Travel Guide be distributed either digitally or in print if appropriate.</p>	<p><i>Travel Motivators:</i> (U.S. Department of Commerce, International Trade Administration, Office of Travel and Tourism Industries (OTTI))</p> <ul style="list-style-type: none"> Over the next six months, the top motivators for travel to the United States were reported to be visa processing time, level of promotion by U.S. destinations and businesses and direct air service to desired destinations. The Chinese Market: The U.S. Department of Commerce projects travel from China to the United States to increase 274 percent through 2016. The China National Tourism Administration reported that over 80 million Chinese citizens travelled overseas in 2012. The United States has always been the #1 dream destination for the Chinese travelers. <p>According to World Tourism Organization's (UNWTO) newly released Annual Report 2013, international tourism increased five percent in 2013 as 52 million more tourists crossed international borders than did the year before, above expectations. http://d1xtq4w60xqpw.cloudfront.net/sites/all/files/pdf/unwto_annual_report_2013_web.pdf</p>	<p>Travel to US stats/to Montana Stats (MTOT stats):</p> <ul style="list-style-type: none"> 63% of first time travelers to Montana come for GNP and Yellowstone 85% of return travelers are coming back to see the less traveled parts of MT Western Montana has great "sex appeal". Glacier Country provides direction/suggestion/orientation/facilitation 	<p>Glacier Country strategically targets free independent travelers with fresh travel itineraries and we aim to build on current travel relationships and hope to increase the number of appointments at each show. The excitement building for our region is thrilling and our tourism sales manager is approaching a time where she is reaching out to more businesses in our area to consider working with the trade side of tourism sales.</p> <p>With the Warren Miller shows we are able to build upon the excitement that builds by having Montana skiing in the movie. We also offer a winter vacation giveaway that performed very well for us last year and we plan to use similar measurements such as microsite visits, contest entries and basic travel inquiries.</p>	\$10,000.00	No	
			<p>We continue to compliment the design of our primary and mobile websites promoting Glacier Country online with marketing</p>		<p>The American Marketing Association article titled</p>	<p>Webpage marketing</p>			

Consumer	Webpage Marketing/SEO/SEM	Yes	<p>strategies that include search engine optimization, search engine marketing submission, copywriting that encourages site visitors to take action and integrates key words used for SEO, SEM, web site design strategies, online promotions, reciprocal linking, email marketing and of course the immensely valuable and ever growing tools of social media. We are constantly challenging our online marketers to research new Internet marketing strategies in the hopes of driving more traffic to our web sites and social media channels.</p>	<p>http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-SEO-SEM-Marketing-Article1.pdf</p> <p>http://membercenter.glaciermt.com/wp-content/uploads/2014/04/2013-2014-Call-Center-Webpage-Report-March-2014.pdf</p>	<p>"Search Engine Optimization and Search Engine Marketing" summarizes the rationale we should all be using in today's every increasing competitive environment of online marketing.</p> <p>"As the competition for top placement on search pages escalates, every marketer needs to know the basics about search engine optimization and search engine marketing. Much like the Internet itself, search is constantly evolving—globalization, mobility, and competitive intelligence are all driving changes in SEO and SEM capabilities and practices. Ultimately, maintaining a dynamic, frequently updated and content-rich website that brings value to customers will be the determining factor in keeping websites at the top of the search lists." "Search Engine Optimization and Search Engine Marketing". <i>AMA Marketing Watch</i>, 2013</p>	<p>will be measured in overall traffic and statistics to our primary and secondary websites via unique visits. We will also provide end of year webpage statistics including an in-depth analysis of how our webpage performed including referral sites such as Google and Bing and average time spent on site, popular pages, etc.</p>	\$87,000.00	No	
Group Marketing	Group Marketing Personnel	Yes	<p>Glacier Country has a tourism sales manager who develops, manages and monitors group and international FIT sales and marketing programs. We see improvement in group sales with several operators spending more time in Glacier Country and using the sample itineraries developed by our tourism sales manager. We plan to continue our current efforts as outlined while also setting aside some resources allowing us to be flexible and responsive. See attached job description.</p>	<p>ABA estimates that one motor coach staying overnight generates roughly \$12,000 in economic impact to that community in lodging, restaurants, retail and attractions. Most tours stay an average of two to three nights in the Glacier Country region when touring Montana.</p> <p>Travel to US stats/to Montana Stats (MTOT stats):</p> <ul style="list-style-type: none"> 63% of first time travelers to Montana come for GNP and Yellowstone 85% of return travelers are coming back to see the less traveled parts of MT Western Montana has great "sex appeal" but tour operators don't know where to go and what to do. Glacier Country accommodates that need for direction/suggestion/orientation/facilitation. <p>Travel Motivators: U.S. Department of Commerce, International Trade Administration, Office of Travel and Tourism Industries (OTTI)</p> <ul style="list-style-type: none"> Over the next six months, the top motivators for travel to the United States were reported to be visa processing time, level of promotion by U.S. destinations and businesses and direct air service to desired destinations. The Chinese Market: The U.S. Department of Commerce projects travel from China to the United States to increase 274 percent through 2016. The China National Tourism Administration reported that over 80 million Chinese citizens travelled overseas in 2012. The United States has always been the #1 dream destination for the Chinese travelers. <p>Added Benefits of Group Travel:</p> <ul style="list-style-type: none"> Many visitors come the first time on a group tour and return with family and friends utilizing hotels, campgrounds, B&B's, inn's and ranches on return trips and venturing out to lesser known areas to explore. Motor coach travel reduces emissions, road congestion and promotes sustainability. 	<p>Glacier Country has for several years been developing a collaborative and broad-based approach to group travel: group tours, free independent travel (FIT), incentive travel, sports, meeting and conventions. We feel we have a strong FIT/group tour program but find other areas can be challenging from a regional perspective. With this in mind, we have formed an advisory group to develop a strategy to meet the needs of all while balancing the mission and resources of our organization and others.</p> <p>Group marketing is often more complex and requires a personal relationship to be built and maintained with industry representatives. Building that relationship with tour operators takes time (domestic is 2-3 years/international is 3-5 years). Montana Office of Tourism and Glacier Country have had consistent attendance and strong relations with these markets for many years. The last several years we have seen additional interest and engagement from other Montana public and private partners and are thrilled to have a growing delegation when many other areas/states are decreasing.</p>	<p>We measure success in this area by monitoring the number of appointments we have at our trade shows as well as gauging the overall interest with the operators we work with. While we do not have direct access to the booking data from these markets, it is very exciting when we hear from our properties they have signed new or have renewed service contracts, operators have picked up an itinerary and added it to their product catalog or the operators are working directly with us on custom itineraries. Montana Office of Tourism, Glacier Country and our ever growing group of partners continue to encourage us to continue our efforts and thus we are excited to help broaden our visitor base and extend our visitation to our shoulder seasons.</p>	\$41,000.00	No	<p>Tourism Sales Manager - May 2013.pdf</p>
Group Marketing	Travel/Trade Shows	Yes	<p>Glacier Country has attended and participated in a number of targeted travel and trade shows over the years: consumer, group tour, international free independent travel (FIT), meeting and conventions, incentive travel. We will continue to attend shows we have found successful and evaluate new shows to see if they fit our target markets. Glacier Country strives to coop with CVB's, other tourism regions and private partners as much as possible.</p> <p>On the group tour, incentive travel, meeting and convention, specialty, FIT side trade shows, we plan to attend National Tour Association (NTA), American Bus Association (ABA), USTA Pow Wow, USTA GoWest Summit, Rocky Mountain International (RMI) Roundup, Select Travel, IMEX. We plan to work in a PR aspect at several of these shows by doing some publicity visits with not only media attending the show but some media located in the host city. At these shows, travel guides, market specific collateral,</p>	<p>ABA estimates that one motor coach staying overnight generates roughly \$12,000 in economic impact to that community in lodging, restaurants, retail and attractions. Most tours stay an average of two to three nights in the Glacier Country region when touring Montana.</p> <p>Travel to US stats/to Montana Stats (MTOT stats):</p> <ul style="list-style-type: none"> 63% of first time travelers to Montana come for GNP and Yellowstone 85% of return travelers are coming back to see the less traveled parts of MT Western Montana has great "sex appeal" but tour operators don't know where to go and what to do. Glacier Country accommodates that need for direction/suggestion/orientation/facilitation. <p>Travel Motivators: (U.S. Department of Commerce, International Trade Administration, Office of Travel and Tourism Industries (OTTI))</p> <ul style="list-style-type: none"> Over the next six months, the top motivators for travel to the United States were reported to be visa processing time, level of promotion by U.S. destinations and businesses and direct air service to desired destinations. The Chinese Market: The U.S. Department of Commerce projects travel from China to the United States to increase 274 percent through 2016. The China National Tourism Administration reported that over 80 million Chinese citizens travelled overseas in 2012. The United States has always been the #1 dream destination for the Chinese travelers. <p>Added Benefits of Group Travel:</p> <ul style="list-style-type: none"> Many visitors come the first time on a group tour and return with family and friends utilizing hotels, campgrounds, B&B's, inn's and ranches on return trips and venturing out to lesser known areas to explore. Motor coach travel reduces emissions, road congestion and promotes sustainability. <p>According to World Tourism Organization's (UNWTO) newly released Annual Report 2013, international tourism increased five percent in 2013 as 52 million more tourists crossed international borders than did the year before, above expectations. http://dtxqt4w60xqpw.cloudfront.net/sites/all/files/pdf/unwto_annual_report_2013_web.pdf</p>	<p>With so many travel options in the United States and abroad, a strong delegation of travel experts from a state, region and community at travel trade shows makes a huge difference. It takes a delegation to put the state of Montana in the mind of the tour operator. The more appointments a tour operator has with a specific state or region, the more likely they will get the answers to the questions they have about what that area can offer to their clients. It takes the expertise of (regions/CVB's/hotels/attractions) to showcase what the clients can experience in their communities. The strongest delegations are noticed at travel trade shows and have the most exposure.</p>	<p>We measure success in this area by monitoring the number of appointments we have at our trade shows as well as gauging the overall interest with the operators we work with. While we do not have direct access to the booking data from these markets, it is very exciting when we hear from our properties they have signed new or have renewed service contracts, operators have picked up an itinerary and added it to their product catalog or the operators are working directly with us on custom itineraries. Montana Office of Tourism, Glacier Country and our ever growing group of partners continue to encourage us to continue our efforts and thus we are excited to help</p>	\$33,000.00	No	

			FIT Itineraries, Montana Office of Tourism guide(s), maps as well as our Glacier Country Travel Guide and/or meeting planner guide will be distributed either digitally or in print if appropriate.			broaden our visitor base and extend our visitation to our shoulder seasons.				
Group Marketing	Fam Trips	Yes	<p>Glacier Country plans to participate in hosting/co-hosting familiarization tour(s) for one or more of our identified group markets and trade media. For many years, we have been developing a collaborative and broad-based approach to group travel: group tours, free independent travel (FIT), incentive travel, sports, meeting and conventions.</p> <p>Each year, in an effort to provide trade media and visiting operators with a first-hand experience of Western Montana, Glacier Country assists and/or hosts various professionals along the way. Glacier Country will continue this effort by using a portion of our budget to coordinate and/host trade professional(s) in regards to their upcoming visit to our region. Oftentimes, we assist them with developing an itinerary and arranging their visit. This program follows the same requirements we use for regular press or group familiarization trips tracking names, affiliated business or publication and any received media or planned itineraries developed and/or booked if provided by business.</p>	<p>ABA estimates that one motor coach staying overnight generates roughly \$12,000 in economic impact to that community in lodging, restaurants, retail and attractions. Most tours stay an average of two to three nights in the Glacier Country region when touring Montana.</p> <p>Travel to US states/to Montana Stats (MTOT stats):</p> <ul style="list-style-type: none"> 63% of first time travelers to Montana come for GNP and Yellowstone 85% of return travelers are coming back to see the less traveled parts of MT Western Montana has great "sex appeal" but tour operators don't know where to go and what to do. Glacier Country accommodates that need for direction/suggestion/orientation/facilitation. <p>Travel Motivators:(U.S. Department of Commerce, International Trade Administration, Office of Travel and Tourism Industries (OTTI))</p> <ul style="list-style-type: none"> Over the next six months, the top motivators for travel to the United States were reported to be visa processing time, level of promotion by U.S. destinations and businesses and direct air service to desired destinations. The Chinese Market:The U.S. Department of Commerce projects travel from China to the United States to increase 274 percent through 2016. The China National Tourism Administration reported that over 80 million Chinese citizens travelled overseas in 2012. The United States has always been the #1 dream destination for the Chinese travelers. <p>Added Benefits of Group Travel:</p> <ul style="list-style-type: none"> Many visitors come the first time on a group tour and return with family and friends utilizing hotels, campgrounds, B&B's, inn's and ranches on return trips and venturing out to lesser known areas to explore. Motor coach travel reduces emissions, road congestion and promotes sustainability. <p>According to World Tourism Organization's (UNWTO) newly released Annual Report 2013, international tourism increased five percent in 2013 as 52 million more tourists crossed international borders than did the year before, above expectations. http://dx.tq4w60xqpw.cloudfront.net/sites/all/files/pdf/unwto_annual_report_2013_web.pdf</p>	<p>We feel we have a strong FIT/group tour program but find the other areas can be challenging from a regional perspective. With this in mind, we formed an advisory group to develop a strategy to meet the needs of all while balancing the mission and resources of our organization and others. The projects for group and FIT travel are part of the joint strategy and rationale.</p>	<p>We plan to follow the measurements as required by the rules and regulations. While we do not have direct access to the booking data from these markets, it is very exciting when we hear from our properties they have signed new or have renewed service contracts, operators have picked up an itinerary and added it to their product catalog or the operators are working directly with us on custom itineraries. Montana Office of Tourism, Glacier Country and our ever growing group of partners continue to encourage us to continue our efforts and thus we are excited to help broaden our visitor base and extend our visitation to our shoulder seasons.</p>	\$10,000.00	No		
Group Marketing	Online/Digital Advertising	Yes	<p>While we are in development of our advertising strategy for this segment, we anticipate we will use a mixed media approach using advertising in trade print, online and mobile websites as well as other targeted websites (including social media advertising) in conjunction with other tourism partners. We have had great success in the past both independently and by partnering with private tourism businesses, CVBs, MTOT, etc. with campaigns in identified markets. We will continue to build upon these successful efforts to find an effective and efficient plan to promote our group opportunities.</p>	<p>http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Online-Advertising-Article.pdf</p> <p>http://membercenter.glaciermt.com/wp-content/uploads/2014/04/2013-2014-Call-Center-Webpage-Report-March-2014.pdf</p>	<p>Glacier Country's advisory group feels it is a good idea to support our current efforts with a promotion plan. We are updating our micro-sites and as these become live we will begin to launch promotion efforts to support and drive traffic to them.</p>	<p>Online advertising is one of the most trackable mediums available today. We are able to gather valuable statistics on how each ad performed. We use all available data for considering our immediate and long term approach to online marketing we will continue to measure impressions, clicks, click thru rate, likes, follows, reach, shares and overall engagement to determine the effectiveness of our online advertising efforts.</p>	\$10,000.00	No		
Group Marketing	Print Advertising	Yes	<p>While we are in development of our advertising strategy for this segment, we anticipate we will use a mixed media approach using advertising in trade print, online and mobile websites as well as other targeted websites (including social media advertising) in conjunction with other tourism partners. We have had great success in the past both independently and by partnering with private tourism businesses, CVBs, MTOT, etc. with campaigns in identified markets. We will continue to build upon these successful efforts to find an effective and efficient plan to promote our group opportunities.</p>	<p>http://membercenter.glaciermt.com/wp-content/uploads/2014/04/Print-Advertising.pdf</p> <p>http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Brand-Awareness-Article.pdf</p> <p>http://membercenter.glaciermt.com/wp-content/uploads/2014/04/Brand-Research.pdf</p> <p>http://membercenter.glaciermt.com/wp-content/uploads/2014/04/2013-2014-Call-Center-Webpage-Report-March-2014.pdf</p>	<p>Glacier Country's advisory group feels it is a good idea to support our current efforts with a promotion plan. We are updating our micro-sites and as these become live we will begin to launch promotion efforts to support and drive traffic to them.</p>	<p>We will measure our success with print media via reader service and online or voice call requests for information. While a bit tougher to track with hard data, we feel it is a strong component to our overall advertising strategy.</p>	\$5,000.00	No		

Marketing Support	Administration	No						\$260,000.00	No	
Marketing Support	TAC/Governor's Conference meetings	No						\$2,000.00	No	
Marketing Support	Professional Development	Yes	Professional development is extremely important for several reasons. First and foremost, it adds to an individual's personal fulfillment, sense of value to the organization, job satisfaction and keeps employee turnover to a minimum. Secondly, but certainly an equally important factor, is ongoing professional development keeps individuals and organizations abreast of cutting edge trends to keep us competitive and to increase the effectiveness of our efforts. When we can, we try to make sure all employees participate in at least one training pertinent to the industry and/or position.	http://www.wttc.org/site_media/uploads/downloads/Human_Capital_Report_FINAL_SC.pdf http://www.gwu.edu/~ilts/unwto/Project%20Development%20for%20Sustainable%20Tourism.pdf http://business.gwu.edu/ilts/pdf/equlp3-tourism-guide.pdf	None profit tourism promotion organizations are not where someone works for personal financial reward but it is for professionals who desire an interesting industry and are keener on experience, cultural exchanges, diversity and learning. If a small investment in professional training can add to a person's job satisfaction then it is well worth the cost.	Success on our marketing efforts, positive work environment, low employee turn-over and sense of industry pride translates to successful professional development.		\$4,000.00	No	
Marketing Support	DMAI	Yes	Glacier Country is a member of Destination Marketing Association International (DMAI) and has been working towards becoming certified as a Destination Marketing Organization (DMO). Our Executive Director has also been working towards becoming a Certified Destination Marketing Executive (CDME). This professional development and accreditation will enhance Glacier Country's ability to market Western Montana to groups who only consider accredited DMO's when planning events. It will also keep Glacier Country abreast of cutting edge tourism marketing trends to keep us competitive and to increase the effectiveness of the our marketing efforts. Last year we were not able to finish the CDME process but we are back on track and will in FY 2015 complete it and then embark on the accreditation process in the following budget year.	http://www.csupomona.edu/~vloc/documents/Anderson.pdf	The CDME program is designed to better prepare senior DMO executives and managers for increasing change and competition and to become more effective organizational and community leaders. The program focuses on vision, leadership, productivity and strengthening business expertise. Since beginning this training, Glacier Country has implemented much of what has been learned and we feel our organization is in a much better position to help elevate the industry and its standards in the state of Montana.	Glacier Country plans to continue with the accreditation phase of this process becoming one of the only accredited DMO's in Montana. The goal moving forward is to garner more interest from other DMO's in Montana to participate in this program.		\$5,000.00	No	
Marketing Support	VIC Funding/Staffing/Signage	Yes	Glacier Country started its Visitor Information Center (VIC) Staffing and Distribution Assistance Program in FY 1994. The program was designed to aid smaller chambers or organizations that are not funded by the Montana Accommodations Tax and Montana Office of Tourism and are in need of financial support in order to staff their visitor center properly and/or find it impossible to fulfill the increase in inquiries received for information on their area from Memorial Day to Labor Day. Our FY 2015 funding program will provide assistance (up to \$3,500/VIC for staffing and up to \$500/organization for postage assistance) for qualifying organizations. The Missoula County Airport Authority is continuing to offer Glacier Country an opportunity to capture the audience of business and personal travelers in an uncluttered atmosphere at the Missoula Airport. We have a wall-mount on the main level directly outside	<p>The ten VICs we funded last year assisted 31,789 versus the previous year of 24,600 people as they traveled through the region. This is a 23% increase over the previous summer.</p> http://www.itrr.umt.edu/research11/MTNonresVICUse.pdf	We have each VIC evaluate the year and compare with the two previous years in their completion report due in our office in September. Our VIC committee evaluates the reports and applications. Glacier Country has always awarded each eligible VIC with the same amount of money as any other applying that particular year unless one determines their need is less and thus requests less.	While we feel this program is very much an outreach program to support our rural tourism community partners, we continue to see enthusiastic appreciation for the program and a near capacity use of the funds. The numbers of overall visitors using these personal assistance services are increasing which does nothing but strengthen our intent		\$35,500.00	No	

			<p>the exit security gates and a video (:30-sec continuous loop: shared) on screen in baggage claim where all baggage is retrieved. The Missoula County Airport had 296,992 deplane in 2013. That is a significant number of travelers we have exposure to allowing us to brand our region and advertise our traveler services (call center, webpage and social media sites and tools) helping to welcome them to Western Montana's Glacier Country.</p> <p>We would like to keep opportunities open for this program and expand if the opportunity presents itself.</p>											
Marketing Support	Superhost	Yes	<p>Glacier Country continues to support Montana Office of Tourism's Superhost – a statewide tourism and hospitality training program.</p>	<p>http://www.prweb.com/releases/customer/service/prweb10190950.htm http://hbr.org/2010/07/stop-trying-to-delight-your-customers/ar/1</p>	Customer service training provides valuable tools and skills helping provide positive experiences.	<p>We have 14 sessions currently scheduled in our region with our funding helping to offset the cost of these to those who wish to attend.</p> <p>Our overall plan to measure success is the continual growth and success of this program and the number communities who host it and people who participate.</p>		\$5,000.00	No					
Marketing Support	Ad Agency Services	Yes	<p>Glacier Country's agencies of record works closely with us on many facets of our marketing plan from strategy and implementation to tracking and analysis. Their staff works closely with Glacier Country staff and board of directors and partnering organizations and agencies to analyze current problems and opportunities as well as our past efforts and their effectiveness.</p>	<p>http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Marketing-Strategy-Article.pdf</p>	<p>Good marketing support from professionals who live and breathe various components of marketing planning, development, implementation and evaluation helps us design an effective marketing plan and develop a creative and effective message ensuring maximum efficiency in the project planning and evaluation.</p>	<p>Success on our campaigns and marketing efforts translates to successful planning support.</p>		\$100,000.00	No					
Marketing Support	Opportunity Marketing							\$25,000.00	No					
Marketing Support	Joint Ventures							\$100,000.00	No					
Marketing Support	Fulfillment/Telemarketing	Yes	<p>A strong promotion plan must be supported by a well-rounded and professional telemarketing and fulfillment strategy. Our advertising and promotion efforts are meant to inspire/orient and our telemarketing fulfillment strategy is meant to orient and help facilitate a visitor's vacation. It must be readily available, visually appealing, authentic and full of valuable, accurate information. Our strategy consists of a web-enabled call center manned by travel counsel experts who live in Western Montana, an easy to find and navigation friendly website and a print travel guide with an online tablet friendly version as well. The print guide is used to fulfill inquiries and is distributed across Montana and Alberta via a contract service. We work very hard to tie all our efforts together.</p>	<p>http://www.destinationmarketing.org/blog/new-research-reveals-official-visitor-guides-valuable-also-deliver-high-value-visitors</p>	<p>The call center handles all inquiries including trade show leads, electronic inquiries, print reader service, regular mail, email and instant messaging. The web-enabled call center also provides various electronic fulfillment pieces to supplement the travel guide for our Internet based customers. The database is used to eliminate duplicate orders and provide a comprehensive, targeted database to power direct mail and relationship marketing. The call center and our contract guide distribution service work together to ensure maximum efficiency and effectiveness of distribution. They dispense consumer travel guides in a timely manner and maintains inventory control of the guides.</p>	<p>Success of this phase of our overall plan is ultimately measured when the tools we provide are utilized and the visitor begins to book reservations for their Western Montana vacation.</p> <p>In FY 2013, our call center managed just shy of 150,000 telephone, mail, reader service, email, instant message chat and digital inquiries. Our webpages had over 1,018,000 unique visitors. We also distributed 160,000 print travel guides and had over 75,000 interactive guide visits. We hope to see an overall increase in visitation and inquiries fulfilled.</p>		\$138,500.00	No					
			<p>We plan to use several sources of research to aid us to plan and strategize our promotion efforts. We measure and analyze data</p>											

Marketing Support	Research	Yes	<p>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 International, American Marketing Association and others.</p> <p>To support the often tedious task of researching and monitoring our publicity efforts, we use Cision. Cision is a media database that helps us find the right journalist or outlet and their preferred contact method all in one search thus providing us information to target travel and tourism influencers. This valuable service is a "who's who" of today's top influencers and allows enables us to align our pitch with a media outlet's editorial calendar.</p>	<p>http://www.wttc.org/research/</p>	<p>Research always plays a major role in what we do whether it assures our planning efforts are on target or if it is in analyzing how our efforts are performing. Making sure we have the right data, statistics, personnel/consultants and tools is key to Glacier Country's overall success.</p>	<p>Our accomplishment depends on the success of the tourism industry in Montana as a whole and solid research, statistics and reports methods help us stay on track.</p> <p>Cision is valuable research to find media information, target our pitches, monitor coverage and measure and analyze results thus assisting us to make well educated decisions on media efforts.</p>	\$10,000.00	No
Marketing Support	Printed Material	Yes	<p>Print material is useful in many ways: It is physical, it hangs around, it adds legitimacy, it is a great conversation starter, it reaches those who aren't Internet savvy (or even connected in any meaningful way) and it drives business.</p>	<p>http://monitor.icef.com/2013/10/integrating-print-collateral-with-online-marketing/</p>	<p>Producing a low cost yet effective piece that compliments other efforts is extremely effective.</p>	<p>We measure this by the number of copies distributed and overall effectiveness of the campaign or effort it was created to support.</p>	\$5,000.00	No
Marketing Support	Partner Support	Yes	<p>As a continuation of cooperation and collaboration with our bed tax and TBID funded partners, we plan to participate and offer assistance via partner programs. Continuing to foster strong partnerships and find new ways to collaborate on efforts is not only outlined in the Montana Strategic Plan for Tourism and Recreation but is part of Glacier Country's mission statement.</p>	<p>The economic value of a single RFP being awarded to one of our participating partners would more amount to an extremely high ROI considering the low amount invested in this program.</p>	<p>Over the past couple years we have had a cooperative program (only available to the CVBs and TBIDs in our region) which provides up to half of the yearly subscription cost of the online service eMINT. This year we would like to expand that to include both eMINT and CVENT which are very similar. This service is essentially a database of thousands of meetings and events coordinated by organizations/businesses who book them in different locations not only domestically but internationally. DMOs can mine the database for events matching their product and allow them to view and submit RFPs to host the events.</p>	<p>Participating partners will supply a yearly report of how they have used the system(s) to include the number of bids they have received or submitted and also any business booked as a result.</p>	\$5,000.00	No
Marketing Support	Promotional Items	Yes	<p>Glacier Country plans to purchase custom promotional items we can hand out to our trade operators and press at group and FIT shows as well as some leisure shows. All items will be appropriate for the audience and be something useful and/or of desire enough that it will be kept and used.</p>	<p>http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Brand-Awareness-Article.pdf</p> <p>http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Customer-Relations-Article.pdf</p>	<p>Promotional items if done properly can be extremely effective in building brand awareness and building relationships. We put a great deal of thought into the items we select. Is it useful? Is it on brand? Is it audience appropriate? Is the price appropriate? Is it of quality? Is it something that will not end up in the garbage or junk drawer at home?</p>	<p>Outside of monitoring how many items we distribute, where "true" success comes into play is having someone mention how much they like it and seeing someone still using it or wearing it. Items that are creative and unique represent Glacier Country Montana – authentic and memorable.</p>	\$5,000.00	No
Marketing Support	Website/Internet Development/Updates	Yes	<p>The strategy of Glacier Country's internet development program is to grow traffic to the website by finding new visitors as well as giving past visitors a reason to come back and visit the site periodically for new and interesting vacation ideas. Our agencies work together to make sure Glacier Country's website matches our print and other electronic media as well as creates an appealing place for web visitors looking for a Montana vacation. This is achieved through consistent rotation of copy and photography to reflect the many experiences visitors can have in Glacier Country. The website needs updating regularly to reflect the latest events, additions of new content and general updates to</p>	<p>http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Website-Article.pdf</p> <p>http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Blogs-Article.pdf</p>	<p>It is imperative we provide thoughtful, intuitive navigation systems for people to move about our site in finding information to help them plan their vacation. We believe our overall efforts are directing more and more traffic to www.glaciermt.com. Its microsites and branded content sites resulting in more inquiries and more visitors to Western Montana. Glacier Country's site provides a wide variety of products, trips and lodging options. We have implemented a thoughtful navigation method thinking from the user perspective and not necessarily ours. It is our goal to continue to make it current, intuitive, logical and consistent.</p>	<p>In FY 2013, www.glaciermt.com received 1,018,000 unique visits and we are seeing a 9% increase in FY 2014. We continue to add tools that not only allow but encourage content primarily published by users, not direct employees or partners of Glacier Country. We continually monitor traffic and evaluate weekly our efforts adjusting as needed to maximize</p>	\$70,000.00	No

			We plan to continue our current efforts as outlined while also setting aside some resources allowing us to be flexible and responsive. See attached job description.	http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Social-Media-Article.pdf http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Viral-Marketing-Article.pdf	media channels, specifically facebook, instagram and twitter.	FY 2013 was a unique year and in addition to the previous number, we also had earned media from ABC's "The Bachelor" which resulted in \$76,060,973 and a circulation of 146,307,623 bringing a year-end total to \$78,192,749 and circulation of 195,711,876.				Description - June 2013.pdf	
Publicity	PressTrips	Yes	Glacier Country will continue to work with members of the media to tell the many stories of Western Montana. This will be done through proactive and reactive press visits to our region to provide these storytellers with a first-hand experience of what Montana has to offer. We will host group visits, as well as individual media visits.	http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Public-Relations-Article.pdf http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Demand-Generation-Article.pdf	In addition to consumer focused outlets, we also work with book authors and trade publications. We find having a strong publicity program strengthens our marketing effort and brings exceptional value and return on investment for overall promotion program.	Ultimately a successful publicity program comes down to earned media, consistency and quality of voice and tone, strong messaging and strong relationships with media.		\$39,500.00	No		
Publicity	Press Promotions/Media Outreach	Yes	Media relationships are an important part of telling our Montana story. Through media blitzes and press outreach, we are able to have face-to-face meetings with members of the media in specific markets.	http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Public-Relations-Article.pdf	This year, we plan on hosting media outreach trips that will allow us to bring Montana to various target markets and ensure members of the media in those markets are armed with accurate information on Western Montana.	Ultimately a successful publicity program comes down to earned media, consistency and quality of voice and tone, strong messaging and strong relationships with media.		\$6,000.00	No		
Publicity	Crisis Management	Yes	For the past several years, Glacier Country has had a crisis management in place to ensure we are ready to share a clear, concise and accurate message with our visitors. We will continue to have an updated crisis plan that can be implemented if and when necessary.	http://www.mmipublicrelations.com/white/paper/crisis-management-a-white-paper/	Being prepared for harmful situations is imperative. It is important to map out potential negative scenarios and have a PR plan for each one. It is important to have a crisis management team and plan to can handle these situations.	If having an actionable strategy can help mitigate the negative overall travel experience of a visitor then we have been successful.		\$500.00	No		
								\$1,420,000.00			

Marketing Method Budget

Marketing Segment	Marketing Method	Bed tax funded budget	Non bed tax funded budget
Consumer	Print Advertising	\$90,000.00	\$0.00
Consumer	Online/Digital Advertising	\$190,000.00	\$0.00
Consumer	Electronic Adv - Newsletter, E-blast	\$23,000.00	\$800.00
Consumer	Travel/Trade Shows	\$10,000.00	\$0.00
Consumer	Webpage Marketing/SEO/SEM	\$87,000.00	\$0.00
		\$400,000.00	\$800.00
Group Marketing	Group Marketing Personnel	\$41,000.00	\$0.00
Group Marketing	Travel/Trade Shows	\$33,000.00	\$0.00
Group Marketing	Fam Trips	\$10,000.00	\$0.00
Group Marketing	Online/Digital Advertising	\$10,000.00	\$0.00
Group Marketing	Print Advertising	\$5,000.00	\$0.00
		\$99,000.00	\$0.00
Marketing Support	Administration	\$260,000.00	\$40,000.00
Marketing Support	TAC/Governor's Conference meetings	\$2,000.00	\$100.00
Marketing Support	Professional Development	\$4,000.00	\$200.00
Marketing Support	DMAI	\$5,000.00	\$200.00
Marketing Support	VIC Funding/Staffing/Signage	\$35,500.00	\$0.00
Marketing Support	Superhost	\$5,000.00	\$0.00
Marketing Support	Marketing Plan Development	\$100,000.00	\$10,000.00
Marketing Support	Opportunity Marketing	\$25,000.00	\$0.00
Marketing Support	Joint Ventures	\$100,000.00	\$0.00
Marketing Support	Fulfillment/Telemarketing	\$138,500.00	\$0.00

Marketing Support	Research	\$10,000.00	\$3,000.00
Marketing Support	Printed Material	\$5,000.00	\$0.00
Marketing Support	Partner Support	\$5,000.00	\$0.00
Marketing Support	Website/Internet Development/Updates	\$70,000.00	\$1,200.00
Marketing Support	Digital Asset Management/Aquisition	\$53,000.00	\$0.00
Marketing Support	Promotional Items	\$5,000.00	\$0.00
		\$823,000.00	\$54,700.00
Publicity	Marketing/Publicity Personnel	\$52,000.00	\$0.00
Publicity	PressTrips	\$39,500.00	\$0.00
Publicity	Press Promotions/Media Outreach	\$6,000.00	\$500.00
Publicity	Crisis Managment	\$500.00	\$0.00
		\$98,000.00	\$500.00
		\$1,420,000.00	\$56,000.00

Miscellaneous Attachments

Region/CVB Required Documents

File Name	Description	File Size
Required documents FY15.pdf (71 KB)	Required document file with signatures and board minutes approving marketing plan and budget.	71 KB

[Return to Top](#)



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