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Application

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15254 - FY15 Region/CVB Marketing Plan - Final

**16750 - FY15 Visit Southeast Montana Marketing Plan
DOC Office of Tourism**

Status:	Under Review	Original Submitted Date:	04/30/2014 2:33 PM
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Applicant Information

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Organization Information

Name:*	Visit Southeast Montana
Organization Type:	Non-Profit Organization
Organization Website:	www.southeastmontana.com
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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?

The Organization

Visit Southeast Montana is a private nonprofit organization managed by the Billings Chamber of Commerce/CVB. We serve as a voice for Southeast Montana's tourism and hospitality industry, seeking to promote the region's many attractions and communities while ensuring that tourism is recognized as one of the region's top economic drivers when changes to local and state-wide legislation are considered. Visit Southeast Montana consists of two full time staff members and is directed by a board consisting of 15 members from across the region.

What We Do

Visit Southeast Montana's Mission Statement directs us to bring tourists to our region, and we accomplish this using a wide variety of tools and methods. These include placing ads in national magazines, national and regional travel websites and regional newspapers, travel guides, and websites. We have placed additional billboards at the gateways to our region in North Dakota and South Dakota.

We have a consumer website at www.southeastmontana.com. This site was built in partnership with the Montana Office of Tourism, who agreed to build it for us at no cost. This partnership has not only helped save us money, but it will allow us to tap into the significant number of visitors to the state's travel website at www.visitmt.com.

Opportunities/Strengths

Historic Significance: Southeast Montana contains a wealth of historical sites which are internationally known and are of great significance in the story of America. The Little Bighorn Battlefield National Monument, site of Custer's Last Stand and the nation's most famous Native American victory, is located in Big Horn County and is the third most visited destination in Montana behind Yellowstone and Glacier National Parks. Pompeys Pillar National Monument bears William Clark's signature, and is one of the only examples of physical evidence remaining from the Lewis and Clark Expedition. Many other state parks, museums, and historic sites tell their own stories of pioneer life on the prairie, the Native American struggle to leave behind their nomadic way of life, and the impact of the cattle trade on the American West. All can be experienced in Southeast Montana.

Dinosaur Adventure: Southeast Montana contains several museums which are members of the Montana Dinosaur Trail. The museums showcase the many paleontological treasures which have been discovered in Eastern Montana, some of which are entirely unique to this area. Museums of particular interest to Dinosaur enthusiasts include the Carter County Museum, Glendive Dinosaur & Fossil Museum, Makoshika Dinosaur Museum, and the Makoshika State Park Interpretive Center. There are also many organizations which host dinosaur digs for groups and individuals in the fossil rich badlands of Southeast Montana. Famous dinosaurs taken from the Southeast Montana area of the Hell Creek Formation include Tyrannosaurus Rex, Maiasaura, and Triceratops.

Outdoor Recreation: Outdoor recreation opportunities abound in Southeast Montana. Fishermen will appreciate the world class fishing opportunities available along the Bighorn River, Bighorn Canyon National Recreation Area, and the Paddlefish Harvest along the banks of the Yellowstone River near Glendive. Hunters continue to pay premium prices to travel to the Powder River area to bag trophy Mule Deer and Antelope. The Bull Mountains near Roundup are a rising star for Elk hunters and Eastern Montana is becoming known throughout the surrounding states for being great bird hunting country. Hiking and camping enthusiasts will relish the freedom and solitude of the Custer National Forest, Chalk Buttes, and Medicine Rocks. Makoshika State Park is Montana's largest state park and features some of the nation's most spectacular badlands scenery.

Native American Culture: When visitors from New England, Europe, and Asia visit the west, one of the things they long to see is Native American culture. They have grown up reading the stories and watching movies about the tribes that once dominated the American West. Southeast Montana is fortunate enough to play host to one of the last great Native American cultural events in Crow Fair, held annually on the Crow Reservation. This event gives visitors the opportunity to witness up close how Native American culture has evolved and the importance the tribes place on their history and traditions. The Northern Cheyenne reservation contains an incredible variety of historical sites, as well as opportunities to purchase hand made gifts and educational experiences presented by local tour guides. The history of this region is inseparable from the history of the tribes who live in it to this day, and visitors have many opportunities to experience that history.

Western Authenticity: Many states and regions like to think they possess true western culture, but in our rural communities, as well as our cities such as Billings and Miles City, visitors can get a true picture of everything that was right about the old west. From Montana's largest county fair in

Billings to the feel-good small town rodeos, Southeast Montana communities have kept western hospitality alive. Standout western events include the Bucking Horse Sale in Miles City, the NILE and Chase Hawks Rodeos in Billings, and Little Bighorn Days in Hardin.

Accessibility and Facilities: Southeast Montana is fortunate to contain two of the state's busiest highways, Interstate 94 and Interstate 90. One of Montana's busiest airports is located in Billings, serving eight destinations with direct flights. Billings also boasts the state's largest and most advanced convention facilities. The lack of a state sales tax draws shoppers to Southeast Montana to browse the collection of boutique local shops and major shopping malls in Billings. Lodging opportunities in Southeast Montana are diverse, including everything from 5-star hotels to charming bed and breakfasts.

Key Challenges Facing the Region

"Regions" are Confusing: Research tells us that there is a lack of understanding among Southeast Montana's potential visitors as to what a tourism region is. Visitors don't tend to travel to "regions" as a destination. Changing our name from "Custer Country" to "Southeast Montana" has made it much easier for potential visitors to figure out how to fit our region into their travel plans. Out of region partnerships will also help us sell the greater region as a whole and fit ourselves into the travel plans of visitors to this part of the country.

Distances between Services: The large distances between towns and services is a challenge in Southeast Montana. Potential visitors, while attracted by our unspoiled wilderness, may be hesitant to travel to areas where services don't exist. This is particularly evident along Hwy 212, where the lack of lodging options may cause tour companies and FIT travelers to avoid it rather than make the long drive in one day. Cell phone service is also unreliable in many parts of Southeast Montana, making the use of mobile technology for navigation difficult.

Underdeveloped Tourism Product: Though there are many exciting places to see and things to do in Southeast Montana, many of our tourism attractions lack the necessary infrastructure to let visitors experience them as they could otherwise. There is a lack of signage and way-finding to help visitors find these areas. According to the research report for Southeast Montana, outdoor recreation is one of the top attractions to our area. Unfortunately, despite our wealth of unspoiled nature, little infrastructure exists in the way of marked trails and paths. Visitors are less likely to plan outdoor adventures when they are unsure of all that is available. We will make use of marketing tools to help offset this challenge by facilitating and orienting visitors through our region to these attractions they may otherwise miss.

Alignment with Montana's Brand Pillars

SEMT is committed to aligning its marketing activities with the MT Brand Pillars. When we first took over the region we learned that Spectacular Unspoiled Nature is as important to the SEMT visitor. We adjusted our advertising to use images of SEMT Nature with a small amount of copy to let the photo tell the story. One of our brand pillars, Western Adventure, is dedicated to promoting SEMT's charming small towns and relaxing hospitality. Our promotion of events such as Bucking Horse Sale showcases our breathtaking experiences by day. We have even changed our logo to better align with the MTOT 'MONTANA' logo in its simplicity.

Optional: [Include attachments here](#)

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

The Travel Decision Process

The typical traveler makes travel decisions in a three-phase process. These phases are Inspiration, Orientation, and Facilitation.

The **INSPIRATION PHASE** is the one in which the traveler is made aware of the general product and develops a desire to visit the destination. This phase is masterfully executed by the Montana Office of Tourism, which uses Montana's key tourism draws to bring over 10 million visitors to the state each year.

The **ORIENTATION PHASE** is where the traveller begins researching the details of his or her trip. This phase focuses on the route the traveler will take to arrive at their chosen destination and the mode of transportation they will use to get there.

The **FACILITATION PHASE** is where the traveler tries to find things to see and do at the destination and on the way to the destination. This may include planning alternate routes and overnight stays to break the drive up into manageable daily distances.

The phases which are key for Visit Southeast Montana to focus on are the Orientation and Facilitation stages. In this way we can target the 'low hanging fruit' already traveling through our region on the way to Yellowstone National Park and other Montana destinations. We have determined this will be the most effective way to target our limited budget.

Optional: [Include attachments here](#).

3. Who is your market?

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

By looking at everything we do through the lens of the Travel Decision Process, Visit Southeast Montana is better able to strategically focus its marketing efforts in order to maximize the positive economic impact through tourism to our region with our limited budget. As such, our geographic, demographic, and psycho-graphic target markets will be the same as those of the Montana Office of Tourism's.

1) Demographic: Demographically, our target market focuses on married men and women between the ages of 30 and 60. This often includes families with children. Our target market is financially well off and is more concerned with achieving the experience they desire than saving money on such things as lodging or food.

2) Geographic: Our target market has no defined geographic limit, though we concentrate our efforts on key markets of Minneapolis, Chicago, and Montana's neighboring states.

3) Psycho-graphic: Our target market are geotravellers. They are active, prefer authentic experiences over more engineered experiences such as theme parks or cruise ships, and have a desire to witness and be a part of natural outdoor beauty. They may travel in RVs or stay in hotels, preferring unique, experiential lodging over national chain hotels. They desire to understand and experience the culture of SE Montana, and seek out opportunities to do so.

b. What are your emerging markets?

The SEMT Board has recently voted to devote more advertising resources to 'owning our region'. In this case, our region refers to the surrounding states of ND, SD, and WY. Though it is important to continue to encourage national and international visitors to experience SEMT on their way to Yellowstone and Glacier National Parks, by targeting our surrounding region, we can promote SEMT as a destination for weekend trips, hunting and fishing adventures, and the experience of our world class events.

We will also be placing heavy emphasis on marketing to the Bakken region, encouraging workers to use their time off to travel locally and to bring their families to SEMT to visit.

c. What research supports your target marketing?

SEMT conducted a year-long research project in 2010-11 aimed at giving us insight into our target markets, as well as many other aspects of SEMT in regards to how we can best achieve our mission. A brief summary of the findings of our research project is attached.

SEMT also makes use of the ITRR website frequently to adjust our strategy based on the most recent data available.

Optional: Include attachment here. [Custer Country Research 10.18.11 Final.pdf](#)

4. Overall Goals

The mission of Visit Southeast Montana is to increase tourism to Southeast Montana by increasing awareness of our region, showcasing our cultural heritage, developing memorable experiences and educating our residents about the economic benefits of tourism.

SEMT has four primary long term Strategic Goals which encompass our marketing methods each year.

Develop Marketing Partnerships

We will build on our current partnerships with entities outside the Southeast Montana Tourism Region and strive to create new partnerships in order to reach a wider audience through various marketing efforts. The most valuable partnership our region has made is with the Montana Office of Tourism. We will continue to build and grow this partnership as we move forward to help Southeast Montana become a larger part of the greater Montana story. We will also partner with Convention & Visitor Bureaus, Chambers of Commerce, and other destination marketing organizations within the region and in the surrounding areas of South Dakota, Wyoming, and North Dakota.

Grow In-Region Partnerships

One of the most important factors in the continued success of Visit Southeast Montana is to build and expand our relationship with our in-region constituents. Each stakeholder in the region is considered a partner in everything we do, and in many ways form the foundation of all of Visit Southeast Montana's marketing efforts. We will strive to find new ways to connect with our constituents and grow our partner database. We will also engage partners in our marketing efforts, helping to connect them with visitors to our region in both traditional and non-traditional ways.

Support Tourism Product Development

We will support the development of new tourism product in the Visit Southeast Montana Region in as much as state regulations and the Southeast Montana Mission statement will allow. We will lend our knowledge, expertise, and influence to move tourism product development projects forward.

Produce Quality Marketing Initiatives

Travel Guide: Use the Southeast Montana guide in conjunction with the Montana guide, realizing that their guide is primarily an inspiration piece while ours plays a significant role in navigation and in slowing people down and directing them to lesser known areas of our region.

Website: Coordinate with the state to determine how best to design and position our two websites to provide inspiration, orientation, and facilitation for visitors. Recognize that the state site will often be the first point of contact for visitors coming to any part of Montana. Position our website to catch visitors on the Montana website seeking more detailed information about Southeast Montana. We must also continually revisit our website with a discerning eye to be certain it is fresh, relevant, and up to date with current web trends and technologies.

Public Relations: Develop an online media kit with all of the tools and information a journalist would need to write a story on our region. This online resource will help Southeast Montana to attract more editorial which will in turn increase national and international knowledge about our area.

We will also continually seek out new marketing methods in order to remain current, up to date, and effective in bringing more tourism business to our constituents.

Optional: Include attachments here.

5. Cooperative Opportunities

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

We would like to continue working with MTOT on co-ops in national print and online publications. We have found the online co-ops with the state to be particularly effective in driving traffic to our website.

We also would like to continue working with the state to partner in out-of-home advertising in key markets.

Our co-ops in the form of journalist and tour operator fam trips through our region, as well as partnering with MTOT in attending the US Travel Associations IPW show, have also been beneficial and we would like to see those continue.

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

We have reached out to Yellowstone Country and the Miles City CVB to discuss possible co-ops with them and plan on pursuing some sort of mutually beneficial partnership. We have also co-op'd on several occasions with the Billings CVB and have seen great results from those projects.

We have interest in possible co-ops with out of state tourism offices as well, particularly the Rapid City CVB and the Cody, WY CVB.

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

In the past we have engaged in out of home, national print, national and regional online, Fam Tours, and trade shows with MTOT. Of these the online, fam tour, and tradeshow components were the most successful, though we wouldn't consider any of the co-ops we've engaged in with the state to be failures.

We have also engaged in several partnerships with the Billings CVB, usually in partnership with MTOT as well. The most recent example is the out-of-home bus panels in Chicago. We consider these to have been a success and plan to continue.

Optional: Include attachments here.

Include pie chart here.

[SEMT FY15 Pie Chart.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 Atchmnts
Consumer	Print Advertising	Yes	This method includes ad production and media purchasing for print advertising. Print advertising is an important part of SEMT's media mix. This	The year-long research project undertaken by SEMT, as well as up to date information collected from ITRR, support this project. Please see the Marketing Plan Narrative for information regarding SEMT Research. This research project aided us in determining our target	Print advertising allows us to reach a different audience than online advertising. Due to changes in technology and target	Success will be measured based on visits to our website from the unique		\$60,000.00	No	

			year, we plan on engaging in several print projects both regionally and nationally. Some may be produced as a co-op with MTOT.	markets. It also told us that our target market is the geotraveller, similar to the target market of the Montana Office of Tourism. We use this research to determine which publications best reach our designated target market.	market behavior, we will spend a larger percentage of our budget on online advertising than print advertising.	URL placed on each print ad.				
Consumer	Online/Digital Advertising	Yes	Online advertising will be used to promote SEMT to a highly targeted audience in all three phases of the travel decision process. Online advertising will be both regional and national, and will direct traffic directly to our website, and in some cases to the SEMT Facebook page.	The year-long research project undertaken by SEMT, as well as up to date information collected from ITRR, support this project. Please see the Marketing Plan Narrative for information regarding SEMT Research. Our research project, as well as research conducted by MTOT, have shown that our target market increasingly uses online advertising to plan travel. We use this research to very specifically target our advertising on websites where users are in the process of planning a vacation, or may be planning a vacation. The research also shows that we should dedicate more funds to online advertising than print advertising.	Online advertising is by far the best way to reach a targeted audience. The analytics we receive from our website give us valuable information as to the engagement the target market has with each ad and whether it leads them to spend significant time on our website learning about SEMT. Those directed to our FB page who like the page will receive regular updates from SEMT regarding attractions and events.	Success will be measured based on SEMT's web analytics. The SEMT Board has set goals for the SEMT website to reach in terms of unique visits to the website. Google Analytics will be used. Each online advertisement can be tracked and its success or failure will be determined in this fashion.		\$146,000.00	No	
Consumer	Photo/Video Library	Yes	The SEMT Board has directed us to produce a video for the region which is versatile enough to be cut into shorter commercials for online and television use, as well as a longer version for Visitor Centers and other situations.	Research conducted by SEMT staff at tradeshow events, in visitor information centers, and other places has shown that there is a need for a quality video to help better promote the region.	Video media is often the most eye-catching way to promote a region. We have faced several situations in which we could have used a professionally made, quality video of our region.	Success will be measured in a variety of ways depending on the usage of the video. Primary measure of success will be ratings and analytics gathered after using the video for tv and online advertising.		\$10,000.00	No	
			This line item covers our annual travel guide, which will be	Research conducted	A quality, attractive travel guide	Success will				

Consumer	Travel Guide	Yes	<p>distributed throughout the region. Information in the guide may include, but is not limited to, cowboy-related events, Hunting and fishing information, targeted itineraries, and basic info for all SEMT's tourism attractions.</p> <p>The amount includes production, print, and shipping costs.</p>	<p>by the Montana Office of Tourism regarding the need for printed material in the modern age has determined that there is still a place for printed travel guides. Our own research has shown that visitors often use the guides as an aid when travelling through parts of SEMT which have poor or no cell phone service.</p>	<p>is essential in helping visitors both plan their trip and navigate the region's tourism assets while in the region. The guide serves as a introduction to the region and a gateway through which visitors are drawn to the SEMT website.</p>	<p>be measured based on feedback from VIC staff, SEMT staff attending conventions, and by web analytics tracking traffic to content-specific areas of the website driven by the brochures.</p>	\$80,000.00	No	
Consumer	Travel/Trade Shows	Yes	<p>SEMT attends a variety of consumer and travel tradeshow and conventions in order to promote the region to an audience which is targeted by geography, interest, and demographics. Consumer shows primarily target the traveling public directly, allowing us to provide guidance and printed information, often to people who are already planning trips to Yellowstone or Glacier and are in the Orientation and Inspiration phases of the travel decision process.</p> <p>Travel tradeshow we attend are appointment based shows primarily targeting international tour operators. These shows are sometimes attended as a co-op with MTOT.</p>	<p>The year-long research project undertaken by SEMT, as well as up to date information collected from ITRR, support this project. Please see the Marketing Plan Narrative for information regarding SEMT Research.</p> <p>As mentioned in our narrative, one of the aspects of our target market is that they are already considering a trip to Montana. We travel to these shows to provide orientation and facilitation.</p>	<p>These shows allow us to build relationships and speak face to face both with the potential traveling public and tour operators who bring a number of international travelers to our state each year.</p>	<p>Success will be measured based on the number of sign-up sheets collected at consumer shows, and by contacts made and bookings confirmed by international tour operators.</p>	\$33,000.00	No	
			<p>This method provides funding for</p>	<p>The year-long research project</p>					

Consumer	Website/Internet Development/Updates	Yes	upgrades and updates to the SEMT website which fall outside the partnership SEMT has with MTOT regarding the website. This method also includes funding for the development of new photos and videos to be used on the website.	undertaken by SEMT, as well as up to date information collected from ITRR, support this project. Please see the Marketing Plan Narrative for information regarding SEMT Research. Research has shown that the most commonly used source for travel planning is online research using DMO websites and other online sources.	From time to time, the SEMT website requires maintenance, content updates, and required upgrades.	Success will be measured based on increases in key web analytics.		\$5,000.00	No	
Consumer	Billboards/Out-of-Home	Yes	Billboards will be produced and placed in surrounding states to serve as gateways into SEMT.	The year-long research project undertaken by SEMT, as well as up to date information collected from ITRR, support this project. Please see the Marketing Plan Narrative for information regarding SEMT Research. As mentioned in the Narrative, a significant number of our target market are those travelling through our region on their way to Yellowstone National Park. Billboards help us to provide orientation and facilitation to those entering the region.	Visitors to SEMT often believe it is flat and uninteresting. Billboards will show them interesting sights they may not have known existed otherwise.	Success will be measured based on increased attendance to sites featured on the billboards.		\$45,000.00	No	
Consumer	Electronic Adv - Newsletter, E-blast	Yes	Consumer-facing E-newsletters will be sent out from time to time to inform those in our consumer database of interesting tourist attraction in SEMT, as well as upcoming events they can take advantage of.	The year-long research project undertaken by SEMT, as well as up to date information collected from ITRR, support this project. Please see the Marketing Plan Narrative for information regarding SEMT Research. Research shows that online research is the number one way visitors plan future vacations. Our E-Blasts use this media to guide potential visitors to relevant areas of our website where they can receive information in planning their trip.	Email is a convenient medium to help inform our database of upcoming events which are time sensitive.	Success will be measured based on analytics we receive on our database, such as members added and dropped. We will also monitor attendance and promoted events to watch for trends related to e-newsletter mailings.		\$1,000.00	No	
			This line item provides for							

Consumer	Printed Material	Yes	<p>funds to produce targeted print pieces promoting more specific aspects of SEMT. These print pieces may include, but are not limited to, rodeo calendars of events for cowboy-related events. Hunting and fishing information for relevant travel tradeshow, and targeted itineraries.</p> <p>The amount includes production, print, and shipping costs.</p>	<p>Our own research conducted at travel trade shows and other events has shown that there is a need for such niche print pieces. By producing smaller pieces with more specific information, the needs of the visitor will be better met.</p>	<p>Though our annual travel guide provides a good overview of the semt region, we have discovered a need for more targeted print material to be mailed out to those requesting information and distributed at conventions and in VICs.</p>	<p>Success will be measured based on reports from staff attending events where the pieces are handed out. Any vanity URLs will also be tracked using web analytics to determine whether the brochures are driving traffic to the SEMT website.</p>	\$20,000.00	No
Marketing Support	Administration	No	<p>In our FY15 Marketing Plan Budget, SEMT is budgeting the full 20% allowable for Administrative Expenses. Our strategy in doing so is to take a conservative stance in terms of how much of the Administrative Budget will ultimately used. By budgeting for the full 20%, we don't run the risk of going over budget for allowable Administrative expenses.</p>		<p>Administrative expenses are necessary for the fulfillment of SEMT's mission.</p>	<p>Success for this method is difficult to measure. As long as the administrative side of SEMT continues to run smoothly, and the funds are used in a responsible matter, we will continue the method to be a success.</p>	\$104,500.00	No
Marketing Support	VIC Funding/Staffing/Signage	Yes	<p>This method covers expenses for improvements to VICs within the state regulations including signage. It also includes funding to help develop an education program for VIC workers and others in</p>	<p>The year-long research project undertaken by SEMT, as well as up to date information collected from ITRR, support this project. Please see the Marketing Plan Narrative for information regarding SEMT Research.</p> <p>Research conducted by the Montana Office of Tourism has shown that VICs are important and that it</p>	<p>A visitor's experience once they arrive in the region is vital in encouraging them to make a return trip. VIC's are the first place visitors go with problems or questions, but it is important to help educate all front line tourism</p>	<p>Success will be measured based on feedback from the VICs themselves gathered from first hand experiences and signup information</p>	\$1,500.00	No

			SEMT's various communities to help them better meet the needs of SEMT visitors.	is vital to provide VICs and their staff with the tools and knowledge they need to provide a good experience to the visitor.	employees of this importance and teach them how to help provide orientation and facilitation to visitors in need.	sheets visitors fill out.				
Marketing Support	Partner Support	Yes	<p>This method provides funding to use state funds to help improve tourism infrastructure in the region to better meet the needs of the visitor. This may include, but is not limited to paint for run down buildings, tourism directional signage, VIC renovation, and trail development.</p> <p>Careful research will be performed to determine which projects to undertake and whether they meet the required regulations stating that infrastructure spending must either bring new tourists to the region or keep tourists here longer.</p>	<p>The year-long research project undertaken by SEMT, as well as up to date information collected from ITRR, support this project. Please see the Marketing Plan Narrative for information regarding SEMT Research.</p> <p>The research performed by SEMT clearly states that infrastructure improvement is needed.</p>	<p>A lack of tourism infrastructure such as marked hiking trails, signage for battlefields and other attractions, and welcoming community main streets is the number one weakness faced by SEMT. Our region simply does not have the infrastructure found in more westerly parts of the state. Improving this infrastructure is vital to providing visitors with an experience which will cause them to return.</p>	<p>Success will be measured according to the specifics of the project using information such as traffic counts to justify new signage, VIC surveys to determine effects of improved VICs and community main streets, and traffic counts on marked trails if they are developed.</p>		\$15,000.00	No	
Marketing Support	Marketing/Publicity Personnel	Yes	<p>Visit Southeast Montana has employed a full time Marketing/Public Relations Manager. This person is responsible for implementation of marketing and public relations projects as assigned. A full job description is attached.</p>	<p>All of our research has shown that it is necessary to market a region to visitors in order to encourage them to visit and to see sights and attractions which might not otherwise be known to them. Marketing staff is necessary in order to facilitate the many projects and tasks needed in order to accomplish this.</p>	<p>This position is a very efficient and cost effective means to handle our marketing. The value of the local knowledge of the region and of situations cannot be overstated.</p>	<p>Success will be measured dependent on annual marketing goals set by the SEMT Board of Directors. Marketing Personnel are also evaluated annually by John Brewer, CEO of SEMT.</p>		\$43,000.00	No	<p>Marketing Personnel Job Description.pdf</p>
			In our Marketing Plan and Budget, SEMT uses		Often times opportunities arise, particularly					

Marketing Support	Opportunity Marketing	No	Opportunity as a a kind of place holder in which we budget a few thousand dollars to be used to take advantage of marketing opportunities which may arise, and which we are unaware of at this time.		advertising opportunities, for which we were unable to budget in April because we were unaware of them. This line item helps us to take advantage of such opportunities.	Plans to measure success for projects utilizing opportunity funds will be made depending on the details of the project.		\$4,482.00	No	
Marketing Support	Joint Ventures	No	SEMT see's the Joint Ventures line item as being somewhat similar to Opportunity in that it is a place in the budget where we can set aside funds for use on future, as of yet unknown, projects. Joint Ventures differs from Opportunity, however, in that these funds are specifically set aside for use in joint marketing projects with state bed tax entities. These include CVBs, Regions, and the Montana Office of Tourism.		Over the past several years, we have found Joint Ventures with the Montana Office of Tourism to be extremely effective in fulfilling our mission and marketing Southeast Montana to the largest number of targeted potential visitors. We feel that by also participating in Joint Ventures with CVBs and Regions, we can further expand the success we've seen working with MTOT.	Plans to measure success for projects utilizing Joint Venture funds will be made depending on the details of the project.		\$6,000.00	No	
Marketing Support	Cooperative Marketing	Yes	Visit Southeast Montana has offered Cooperative Marketing Grants to non-profit tourism related businesses throughout the region and has asked for applications to be submitted. In the application, It is stated that the successful applicant must show that the	Each organization which receives Cooperative Marketing Funds must provide research showing how the funds provided helped increase tourism to Visit Southeast Montana. Over the past several years,	Most of the applicants for Cooperative Marketing funds are from small communities attempting to increase tourism to their town. Often times they would be unable to move forward with their project without the matching grant funds we supply. By offering Cooperative	Plans to measure success for projects utilizing Cooperative Marketing funds will be		\$10,000.00	No	

			project for which funds are being requested will benefit Visit Southeast Montana by increasing tourism to the region. All TAC regulations must be met in order for funding to be given.	the research we've received has clearly shown that by providing funding for projects, we are indeed leveraging our tourism dollars in the most effective way possible.	Marketing funds, we are helping to improve Southeast Montana's tourism infrastructure and promotion of small events and communities in a way we could not if we were to undertake the projects alone.	made depending on the details of the project.				
Marketing Support	TAC/Governor's Conference meetings	No	Staff from Montana's tourism regions are strongly encouraged to attend the Montana Governor's Conference on Tourism and Tourism Advisory Council meetings. This line item sets aside funding to allow us to do so.		Funding is needed for car rentals, mileage, hotel reservations, food per diem, and other misc. expenses during travel to TAC and Governor's Conference meetings.	Success will be measured by whether we are able to attend said meetings or not.		\$3,000.00	No	
Marketing Support	Professional Development	No	This line item is currently a placeholder for funding which could be used in case an opportunity arises for SEMT staff to attend a conference or workshop which would help with their own professional development.		It is possible that a conference or workshop which we are currently unaware of will be brought to our attention as something which would be beneficial for SEMT staff to attend. This placeholder allows us to keep that option open.	Success will be measured via a report from the SEMT staff member who attends the conference as to what they learned and how they will apply the knowledge to promoting Southeast Montana.		\$500.00	No	
Marketing Support	Marketing Plan Development	No	Marketing Plan Development funds have been set aside in the SEMT budget in order to allow us to engage outside help in performing research, determining marketing strategy, and other various		In order to effectively plan for an upcoming fiscal year, it is sometimes necessary to perform research to determine whether the goals and methods in	Success will be measured based on the quality and accuracy of the final product.		\$1,500.00	No	

			tasks which will help us produce a more accurate and effective Marketing Plan.		our Marketing Plan are current and effective.				
Marketing Support	Fulfillment/Telemarketing	Yes	This method covers expenses to field calls from potential visitors and provide them with requested printed material via mail. Expenses include agency fees, shipping, postage and storage.	Research conducted by SEMT, MTOT, and ITRR has shown that Travel Guides and phone inquiries are ways in which visitors plan trips. Fulfillment, both in mailing brochures to those who request them, and in answering phone calls to an 800 number regarding questions people have regarding a visit to Southeast Montana, helps provide these services to potential visitors.	Many of our ads and printed material feature an 800 number encouraging travelers with questions to call. It's important we continue to provide this service to potential visitors.	Success will be measured based on the number of calls fielded and material sent. At the end of the fiscal year these numbers will be compared to expenses to determine whether it is the most efficient way to meet customer needs.		\$36,000.00	No
Publicity	Fam Trips	Yes	This method sets aside funds for use during fam tours through SEMT by both tour operators and journalists. It also includes promotional giveaways such as pens, water bottles, etc. to provide with journalists and tour operators in welcome packets when they arrive in the region. These fam tours are often performed as a co-op with MTOT	The year-long research project undertaken by SEMT, as well as up to date information collected from ITRR, support this project. Please see the Marketing Plan Narrative for information regarding SEMT Research. Statistics have shown that international visitation to the United States and Montana in particular is increasing. Fam Tours allow us to present our product to tour operators. Research also shows that an article written by a journalist is far more valuable in terms of media value than paid advertising.	Fam tours are an important method of educating potential tour operators to bring groups into SEMT. Operators rarely are willing to ad an area to their product line unless they have experienced it personally. Competition with other states often means that regions such as ourselves must compete to bring operators to SEMT. Fam Tours are also an important PR tool in that journalists can be brought out and provided with unique experiences. These expenses often result in articles being written by journalists in various publications which can be	Success will be measured based on tour operator bookings and articles written by hosted journalists.		\$5,100.00	No

					worth tens of thousands of dollars, if not more, in media impressions.				
									\$630,582.00

Marketing Method Budget

Marketing Segment	Marketing Method	Bed tax funded budget	Non bed tax funded budget
Consumer	Print Advertising	\$60,000.00	\$0.00
Consumer	Online/Digital Advertising	\$146,000.00	\$0.00
Consumer	Photo/Video Library	\$10,000.00	\$0.00
Consumer	Travel Guide	\$100,000.00	\$0.00
Consumer	Travel/Trade Shows	\$33,000.00	\$0.00
Consumer	Website/Internet Development/Updates	\$5,000.00	\$0.00
Consumer	Billboards/Out-of-Home	\$45,000.00	\$0.00
Consumer	Electronic Adv - Newsletter, E-blast	\$1,000.00	\$0.00
		\$400,000.00	\$0.00
Marketing Support	Administration	\$104,500.00	\$0.00
Marketing Support	VIC Funding/Staffing/Signage	\$1,500.00	\$0.00
Marketing Support	Partner Support	\$15,000.00	\$0.00
Marketing Support	Marketing/Publicity Personnel	\$43,000.00	\$0.00
Marketing Support	Opportunity Marketing	\$4,482.00	\$0.00
Marketing Support	Joint Ventures	\$6,000.00	\$0.00
Marketing Support	Cooperative Marketing	\$10,000.00	\$0.00
Marketing Support	TAC/Governor's Conference meetings	\$3,000.00	\$0.00
Marketing Support	Professional Development	\$500.00	\$0.00
Marketing Support	Marketing Plan Development	\$1,500.00	\$0.00
Marketing Support	Fulfillment/Telemarketing	\$36,000.00	\$0.00
		\$225,482.00	\$0.00
Publicity	Fam Trips	\$5,100.00	\$0.00
		\$5,100.00	\$0.00
		\$630,582.00	\$0.00

Miscellaneous Attachments

Region/CVB Required Documents

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