

# Montana Grants and Loans

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## 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 **Withdraw** changes the status of the application to Withdrawn and removes the app from the evaluation process.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

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### 41744 - FY17 Region/CVB Marketing Plan - Final Application

44228 - FY17 Central Montana Marketing Plan  
DOC Office of Tourism

**Status:** Under Review

**Submitted Date:** 05/05/2016 6:25 PM

### Applicant Information

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Comments:

### Organization Information

Name:\* Central Montana

Organization Type: Non-Profit Organization

Organization Website: www.centralmontana.com

Address:\* PO Box 3166

\* Great Falls  
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Comments:

## 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?*

### 1. Purpose

This marketing plan is a guide for Central Montana Tourism Region's advertising and promotional efforts.

Our FY17 marketing will continue to position Central Montana as a vacation destination by creating and maintaining awareness of the region. Our ultimate goal is to bring visitors to Central Montana and have them spend time and dollars in the region.

The plan has been developed based on past successes in advertising and promotion by Central Montana and Montana Office of Tourism Business Development. Central Montana's marketing decisions are based on research available from the Institute for Tourism & Recreation Research, independent research conducted by MT Office of Tourism and input from our board of directors. Our FY17 plan will continue many of our successful projects completed in prior years and it will also incorporate new projects.

## 2. Identity of the Area

Central Montana is a unique Montana tourism region comprised of thirteen counties in central Montana. The region offers a wide variety of attractions, events and activities which appeal to the geotraveler. We fit well with the Montana brand offering:

- More spectacular, unspoiled nature than anywhere else in the lower 48
  - Central Montana has thousands of acres of public land (short grass prairie, river breaks, mountains, lakes and forests), in addition to thousands of acres of farm and ranch land
- Vibrant and charming small towns that serve as gateways to natural wonders
  - Central Montana is comprised primarily of small charming towns located near our unspoiled nature
- Breathtaking experiences by day, relaxing hospitality at night.
  - Central Montana's breathtaking experiences are many – from viewing spectacular art to seeing the locations where those scenes originated. Our hospitality is as varied as sleeping in a beautifully restored hotel to a river guide pitching a tent along a wild and scenic river.

The Central Montana board defines their identity as follows: (this identity statement was created long before Montana's latest brand strategy, however, it aligns well and it mirrors the brand pillars)

*Central Montana offers visitors a remarkable experience of Montana's history, culture, clear skies and clean water, wildlife, outdoor recreation and adventure. From wide-open spaces to mountain ranges and the Missouri River and its tributaries, culturally rich towns and cities in Central Montana brush with the old west and ancient peoples. Visitors can see the landscapes and absorb the sense of place that inspired renowned western artist Charlie Russell, and walk in the footsteps of Lewis & Clark, all within reach of comfort and hospitality.*

## Strengths and Challenges of the Central Montana Tourism Region

### The strengths that distinguish Central Montana include -

- Historical and cultural sites and interpretation - home of numerous Lewis & Clark and Native American attractions and memorials, Charlie Russell, old forts and fur trade history, and National Park Service's Bear Paw Battlefield
- Kings Hill Scenic Byway and Missouri Breaks Backcountry Byway
- Upper Missouri River Breaks National Monument and Wild & Scenic Missouri River
- Outdoor adventure and recreation such as camping, hiking, wildlife watching, boating, fishing, hunting, skiing and snowmobiling. Many activities offer a feeling of open spaces yet they are still close to our communities' amenities.
- Excellent variety of fish and wildlife
- Multiple access points to the Bob Marshall Wilderness Complex
- Several backcountry airstrips
- Waterfalls
- The iconic and sacred Sweetgrass Hills
- The Rocky Mountain Front – East slope of the Rockies

- Magnitude of birding opportunities detailed in a Central Montana birding brochure
- Spectacular geology and paleontology with 6 sites on the Montana Dinosaur Trail
- Grand and diverse scenery that typifies the "Big Sky"
- Authentic Montana lifestyle - farms and ranches, guest ranches, Native American cultures, main-street Montana, friendly people
- Easily accessible open spaces for scenic touring and wildlife viewing
- Vast public recreation lands
- Its central location in the Glacier-to-Yellowstone National Parks corridor
- Close proximity to Canada with a 24-hour port of entry at Sweetgrass/Coutts
- Many of our tourism products are viewed as budget-friendly, both regionally and nationally
- A variety of public golf courses
- Several new craft breweries in the region
- Central location for statewide meetings and conventions
- Unique attractions such as Havre Beneath the Streets and the Charlie Russell Chew Choo
- Unique events such as What the Hay, Red Ants Pants Music Festival, Montana Chokecherry Festival, Whoop Up Days, numerous art shows & auctions during the commemoration of Charlie Russell's birthday in March
- Two Amtrak stops in the northern part of the region (Havre and Shelby)
- A large, central retail hub and international airport in Great Falls
- Our strong partnerships with chambers and other promotional groups in the region

#### **Challenges and critical issues facing the tourism region -**

- A need to develop more year-round visitor attractions and more activities in the shoulder seasons to enhance our vacation product
- Attractions and private businesses need longer business hours and longer seasons to accommodate visitors
- Lack of restaurants, lodging, attractions and gas stations in our small communities
- Shallow employee pool for businesses
- The need to continually educate front line personnel, not just those employed in lodging facilities, but in gas stations, grocery stores, retail businesses and restaurants
- While our vast public recreation lands are a strength, our public land managers do not have marketing and promotion budgets
- The lack of a winter destination resort and, in some years, the lack of winter
- The need to effectively promote in Canada, despite a fluctuating exchange rate and passport requirements
- Transportation limitations such as no public bus service to some locations and the fluctuating cost of fuel
- Cost of airfare
- Small marketing budget combined with increasing media costs.
- The need to continue to strengthen our relationships and communications with the Native American tribes on our reservations and also our landless Little Shell tribe.

[Optional: Include attachments here](#)

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

Central Montana will continue with the simplistic style of ads we have been using (both print and digital). We have used an uncluttered design (primarily a stunning image), very little text and a strong call to action. Playing on our strengths, images are chosen to inspire the viewer and make them want to obtain more information to plan a trip to Central Montana.

Potential visitors who see our ads will need more information about the area depicted in the photo that inspired them – the location, how do you get there, what activities can be done there and what amenities are available. Some Central Montana ads will direct viewers to click to our website home page, some will direct them to a specific landing page and all will offer the opportunity to receive our print travel planner with detailed information about the region. In all scenarios, potential visitors will be able to learn about our vacation opportunities.

To facilitate the travel decision, visitors need only read or click through to our information. Lodging, guides and outfitters, attraction information, dining, and scenic and historic routes are highlighted in our print travel planner and on our website (our travel planner may be downloaded or viewed as a flip book). We also have niche brochures that can be mailed, obtained at local visitor centers or viewed on our website (a detailed Central Montana birding brochure, 10 Great Rides motorcycle routes with maps, Bicycle Trails, C. M. Russell Auto Tour, Kings Hill Scenic Byway brochure and the partnership brochure for the Montana Dinosaur Trail). Once visitors are in Central Montana we urge them to seek out local tips offered by staff and volunteers at visitor centers, attractions and local businesses.

**Optional: Include attachments here.**

### **3. Who is your market?**

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

Based on research results generated through the Interactive Data link on the website for Institute for Tourism & Recreation Research, contracted research by Montana Office of Tourism, the Great Falls Visitor Information Center statistics, and the inquiries Central Montana receives, our primary geographic target markets include the following states and provinces: California, Washington, Idaho, Oregon, Colorado, Utah, Minnesota, North Dakota, Illinois, Wisconsin, Michigan, Florida, South Dakota, Arizona, Texas, Wyoming, Alberta and Saskatchewan.

We will target the following demographic markets: wildlife and bird watchers, anglers, adventure travelers, bicyclers, motorcycle travelers, scenic drivers, cultural & heritage travelers, hunters, geo/eco tourists, winter recreationists, RVers and campers, golfers, education travelers, group tours, guest ranch visitors, snowbirds, dinosaur enthusiasts and train/rail enthusiasts.

The psychographic characteristics of Central Montana's target market include those who value local businesses, enjoy our scenic landscapes, value access to public lands, waterways and open space.

To reach some of our niche markets we will continue our bird watching promotional efforts and also offer support to the Crown of the Continent initiative. We will continue promoting travel along the Montana Dinosaur Trail and our six locations along that trail. These niche markets have been promoted via joint ventures with Montana Office of Tourism Business Development. We will continue to expand niche market information on our website and in our printed travel planner. Our website blog addresses many of the niche markets and we will continue blogging and also posting on Facebook and Instagram. We will continue to expand our Central Montana video and photo library which will be used to reach and engage our potential visitors. Some markets will be addressed by purchasing search terms.

#### ***b. What are your emerging markets?***

Our staffed visitor centers have seen an increase in visitors from Michigan, Wisconsin and also Texas. All three have been in our top fifteen states previously but areas of the region have seen increases from those states. Central Montana has marketed to the provinces of Alberta and Saskatchewan, Canada and also sees value in the nearby provinces of British Columbia and Manitoba. We feel there is great potential for visitors from international markets (Germany in particular registers high at several of our visitor information centers).

### *c. What research supports your target marketing?*

We use the Interactive Data (report builder) option on the Institute for Tourism & Recreation Research along with several other reports to support our target marketing. Some of the reports used include: Montana Expression 2015 Bicycling, Canadian Travelers in Montana: Traveler Profiles by Purpose of Trip to the State, 2014 Nonresident Visitation and Expenditure Estimates (and Preliminary 2015 data), PDEW (Passenger Daily Each Way) Top 15, Airline Passenger Deboarding by Airport, Amtrak Passengers by Montana Station, Nonresident Traveler Satisfaction & Information Sources Used. More county and community data is extrapolated by using the Interactive Data function on ITRR's website although, in some cases, the sample size is quite small.

We have also encouraged our event planners who apply for Central Montana's cooperative marketing funding to use ITRR's Survey in a Box. Montana Cowboy Poetry Gathering and the Montana Winter Fair have used this in FY16.

We monitor other data from traffic count information by highway from Montana Dept. of Transportation and visitor logs from our staffed visitor centers in the region.

**Optional: Include attachment here.**

## **4. Overall Goals**

Central Montana's FY17 goals build on groundwork that has been laid out for the past several years. They are:

1. *Increase four-season tourism revenues through effective marketing and promotions, focusing on high-value, low-impact visitors.*

Central Montana's first three quarters of 2015 (calendar year) lodging tax revenues saw an overall decrease of 3%. We feel this decrease is due primarily to Canadian travelers either shortening or eliminating visits to the region because of a weak Canadian dollar. Our FY17 goal is to have an increase in lodging tax revenues of at least 4% in the 12 month period. Lower gas prices can help achieve this and, feedback from consumer travel shows attended January – March 2016 indicates that domestic travel may be up based on international safety threats. We do not have potential room base increase for the next 12 months although there are planned lodging projects that should be completed in the next 18 months. We have capacity to increase revenues in all calendar quarters.

2. *Attract visitors by communicating an image that positions Central Montana as a vacation destination.*

Our positioning strategies are:

- illustrating our access to outdoor recreation, spectacular unspoiled nature and adventure
- leveraging our authentic Montana lifestyle in our vibrant and charming communities
- highlighting our historic and cultural sites, building on our Lewis & Clark and Nez Perce legacies

3. *Expand our marketing potential by participating in joint ventures with other Montana tourism organizations and businesses.*

By pursuing joint ventures and other partnership opportunities, Central Montana will establish and maintain strong ties to Montana Office of Tourism Business Development's programs and direction, as well as other Montana tourism organizations. We will strive to build even more marketing partnerships with the Great Falls CVB and the four Tourism BID's in Central Montana. We will also continue to explore new opportunities for partnerships in an effort to enhance our marketing budget.

4. *Grow the visitor experience and opportunities by building relationships with the ranching and agriculture industry, adding to and building on our guest ranch and agri-tourism presence.*

Many segments of our target market are looking for safe, family vacations that return them to an unhurried, more grounded experience. Highlighting rural events and lifestyles of our region's farms and ranches will increase visitor numbers and provide a supplemental income for agricultural and ranching operations. Central

Montana will continue to explore partnerships with agricultural organizations and work closely with rural community promotion groups. We will monitor response to our Crop InFARMation app and add more of our counties to the program. We will also encourage other Montana tourism regions to consider adding crop information to the app.

5. *Central Montana will continue to target our market as precisely as possible, with focus on the geotourism market, assuring that our funding is spent to reach an audience that is qualified by likelihood of coming to the region, and has the discretionary income to spend significant dollars during the visit.*

Central Montana's consumer marketing plan will target those shown by research or past successes to have propensity to travel to Montana, particularly to experience the kind of vacation the region offers.

6. *Continue our successful FAM trips and travel show attendance.*

Over the past few years our FAM trips have produced significant results in the form of print editorial, online editorial, television and radio editorial and inquiries (both domestic and international). We will also continue to have a presence at travel and sportsman shows and we will partner with both the public and private sector to stretch our budget for the shows we attend.

7. *Seek ways to promote our Native American tourism potential.*

We will work to identify opportunities to promote the cultures of our tribes and the tourism activities they offer.

**Optional: Include attachments here.**

## **5. Joint Venture Opportunities**

*a. In what types of Joint Ventures with MTOT would you like to participate?*

We will evaluate opportunities to participate in both print and digital joint ventures offered by the MT Office of Tourism Business Development. We are excited to see MTOTBD planning promotions to target potential visitors from Canada and would like to see this geographic area included in joint ventures, along with past successful opportunities.

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

Central Montana has participated in print and digital marketing and also consumer travel show joint venture marketing opportunities with the Great Falls CVB, Great Falls Tourism BID, Shelby Tourism BID and Lewistown Tourism BID. We have four tourism business improvement districts in Central Montana and a representative of each one sits on our media review committee so information can be shared both ways regarding marketing efforts and successes. Although it is not a financial partnership, we will seek to coordinate attendance at travel shows with other bed tax entities and private sector businesses in Central Montana, to possibly co-locate our booths. Central Montana is eager to secure additional partnership marketing to maximize our budget and we have developed opportunities with HTML emails and Facebook campaigns. Those options have recently been approved by our board members and are currently being evaluated by several

community promotion groups in the tourism region.

**c. What types of Joint Ventures have you done in the past? Were they successful - why or why not?**

In FY16 we participated in the following MT Office of Tourism Business Development print joint ventures: Bicycling magazine, National Geographic Traveler and Sunset magazine. We will participate in the following FY16 MT Office of Tourism Business Development joint venture digital campaigns: Opera Mobile, Sojern and TripAdvisor. Our FY16 campaigns cannot be evaluated yet since most are just beginning. However, our past joint venture campaigns with the MTOTBD have met our expectations.

Optional: Include attachments here.

Include pie chart here.

[FY17 PIE CHART.xlsx](#)

**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 Attchmnts
Consumer	Print Advertising	Yes	Central Montana targets primarily leisure travelers in our print campaign. When placement decisions are evaluated, the Central Montana board of directors reviews joint venture print opportunities from Montana Office of Tourism Business	2015 Nonresident Visitation and Expenditure Estimates by ITRR.  Interactive Data reports on ITRR showing that visitors to Central Montana enjoy wildlife watching, hiking, history/heritagesites, visiting museums and shopping.  MT Dept of Transportation highway counts.	Our goal is to receive high quality inquiries from visitors who spend significant time and money in the region. Once FY16 inquiries are evaluated we will give weight to those print publications that performed well in generating leads for	We evaluate the success of our print media placement by the amount of inquiries we receive and the cost per inquiry. While this does not mean the person inquiring came to Central		\$32,000.00	No	

			<p>Development (although as of May 2 there are no print joint ventures being offered by MTOTBD), outcomes of our FY16 print campaign and recommendations from our ad agency. Partnership options with other bed tax entities are also reviewed in an effort to stretch our limited marketing dollars and create a greater presence in the publication.</p>	<p>Airline Passenger Deboardings PDEW Top 15 (passenger deboardings each way).</p> <p>ITRR research study on Outfitters &amp; Guides includes the following activities: rafting, fishing, horse trips, hunting, hiking and backpacking. Our outfitters offer all of these activities and visitors to Central Montana can also do these types of recreation without a guide or outfitter.</p> <p>ITRR research study on Geotourism: Traveler Characteristics</p> <p>AMTRAK passengers by station.</p>	<p>us. If print publication editorial calendars indicate a plan to publish articles about our vacation product (history/heritage travel, western style vacations, paleontology, birding, outdoor recreation) we will also examine them for potential print ad placement.</p>	<p>Montana, it is our best measurement.</p>			
Consumer	Online/Digital Advertising	Yes	<p>Our budget for digital advertising is set at \$85,000 for FY17. This marketing method is multi-faceted and will include placing banner ads, purchasing search terms and purchasing content in opt-in e-newsletters.</p> <p>To determine digital media placement we will first analyze joint venture digital media options offered by Montana Office of Tourism Business Development. Our FY16 digital campaign is using several joint venture options from MTOTBD and, although it hasn't been completed as of this writing, initial response has been good.</p> <p>We will also seek recommendations for placement from our ad agency. Marketing partners within the tourism region will be contacted to potentially</p>	<p>ITRR Interactive Data Reports are used frequently by Central Montana and our media agency. ITRR follows visitors' trip planning and reflects that on reports. Of course, we also see many more travelers using mobile devices while enroute to their destination and while at their destination.</p> <p>Airline Reports - PDEW (passenger departure each way). Portions of this report are sent to us by the Great Falls International Airport Authority. Since we can target digital marketing geographically, these statistics are valuable in our planning.</p> <p>Montana Expression 2015 Bicycling and Canadian Travelers in Montana.</p>	<p>Digital ad placement is a cost effective way for Central Montana to reach potential visitors. In particular, it enables us to reach niche markets easier and has shorter turn-around time for placement. We can react more quickly to changes occurring in geographic areas where some digital ads will be placed (Canada especially). Our past digital marketing efforts have seen strong, cost-effective results in click throughs and responses to HTML newsletters.</p>	<p>We will track click throughs on banner ads and the cost per click. We will also track the amount of HTML newsletters that were opened and click-throughs received from the HTML newsletter.</p>	\$85,000.00	No	

			<p>increase our presence.</p> <p>Digital media marketing offers Central Montana a great opportunity to target our niche markets. Mobile device use has increased along with digital use in general and Central Montana has dedicated a good portion of our budget for this marketing segment.</p>						
Consumer	Website/Internet Development/Updates	Yes	<p>All of Central Montana's advertising features our website URL of centralmontana.com so an up-to-date website is critical. For specific niche marketing we have also developed landing pages (i.e., bicycling, birding, motorcycling, pie trail). Data feeds for accommodation listings and event listings come via MT Office of Tourism/Business Development's contracted vendor Lively Times.</p> <p>We are in the process of developing a new website which will be responsive. We currently have our regular website and a mobile website so we will only need to maintain one site once the new one is complete.</p> <p>The Central Montana board discussed the pros and cons of being on the MT Office of Tourism/Business Development's website and decided it was best to have it hosted and maintained elsewhere. Ongoing changes and updates will be made by the web firm who was awarded the RFP for website development and video production. Central Montana has one person,</p>	<p>Google research study shared by Spark Communications showing online is #1 for trip planning.</p>	<p>At times our website covers all of the inspiration, orientation and facilitation stages. Many visitors come to the website as a result of seeing either print or digital advertising but some are looking for vacation ideas and simply discover our page by searching the internet. A good website is critical to all of our marketing.</p>	<p>We will track our web statistics seeing how long visitors spend on the site, how many pages they visit and what pages they are on when they leave the site. We hope to increase length of visits and the number of pages viewed.</p>	\$36,000.00	No	

an independent contractor, who does the administrative business of the tourism region, does all social media, answers and responds to all incoming emails and phone calls, leads FAM trips and staffs consumer shows. The board felt it was best to have a private business updating the website, embedding ad tracking codes and developing landing pages instead of requesting the independent contractor to take on these additional duties.

Cost for developing a new website will be shared between two fiscal years - FY16 and FY17. Through our Photo Library project we will be able to supply most of the images for the new website.

We will continue doing blog posts about the region and change the home page seasonally. Central Montana's travel planner will be viewable on the website as a flip-book and also as a downloadable file. Our niche brochures (Central Montana Birding Trails, Kings Hill Scenic Byway, Rivers Edge Trail map, Missouri Breaks Backcountry Byway) will all be viewable and map portions are printable. Other niche landing pages include motorcycle ride suggestions, day trips, Pie a la Road, scenic byways, Yellowstone to Glacier route options, fishing, hunting, tips for Canadians crossing the border, photos and videos.

			We will continue growing our video library and all videos are viewable on our website, our Facebook page and also on our YouTube channel.							
Consumer	Travel/Trade Shows	Yes	<p>This past fiscal year Central Montana attended four consumer shows - one adventure travel show (Los Angeles, CA) and three sportsmen shows (Denver, CO, Scottsdale, AZ and the Northwest Sports Show in Minneapolis, MN). For each show we had one or two exhibit partners who attended the show at their expense and paid an equal share of the booth fee. The fees paid for sharing Central Montana's booth were credited to the bed-tax funded project, reducing our overall expenditure out of bed tax funds.</p> <p>We feel consumer shows have been an excellent way to have personal contact with potential visitors and talk about our vacation product. Markets are selected from our target areas.</p> <p>We hope to again partner with private sector tourism businesses and also area tourism BIDs and the Great Falls CVB. If we are successful in securing partners our budget is reduced accordingly by the amount they contribute, making this marketing strategy very affordable for the tourism region.</p>	<p>Independent research conducted by Mercury CSC for Adventure Travel Expo that showed that a majority of the travel show attendees place trust in the destination because you are an exhibitor. Brand confidence was also expressed as a benefit of being an exhibitor at the show.</p> <p>Consumer Shows - Institute for Tourism &amp; Recreation Research - 3 surveyors from ITRR attended a sportsman show with Central Montana in 2009. People who visited the booth expressed satisfaction with the information received and the person they spoke with at our booth.</p>	<p>Central Montana is not well known like the tourism regions named after our national parks. By having personal contact with potential visitors to Central Montana we are able to get our vacation information in their hands and on their minds. Many people we visit with have been to Montana before, they have visited our national parks, and we want to be on their minds for future visits.</p>	<p>We measure success of the show by how many people attended the show and by how much literature we give to those who stop at our booth. We also ask our outfitters and guides to track leads they receive from their ads in our travel planner which is handed out at the shows.</p>		\$11,000.00	No	
Consumer	Photo/Video Library	Yes	<p>For the majority of our marketing we have a need for photos.</p>	<p>We don't have direct research regarding photos/images however,</p>	<p>The photos we purchase have primarily been used</p>	<p>For this particular project there isn't an easy way to</p>		\$2,900.00	No	

			<p>Examples of our needs include consumer print and banner ads, our website, blog posts, Facebook posts, Instagram and also publicity projects.</p> <p>We will continue to solicit photographers to purchase photos for our uses. We also use photos from the MT Office of Tourism/Business Development although many times throughout the year MTOT/BD looks to us for images.</p> <p>We will request unlimited but not necessarily exclusive use of the images we purchase.</p>	<p>this project is supported by the Montana Brand's philosophy of using a strong image, very little text and a call to action.</p>	<p>on our website to keep it fresh, in our e-newsletters, on our social media (Facebook, Instagram, blog). Photos are the lure to get our potential visitor to find out more information about Central Montana.</p>	<p>measure success. The success measurement will be in all of the projects where the purchased photos are used.</p>				
Consumer	Printed Material	Yes	<p>We will produce and distribute the Central Montana travel planner.</p> <p>When Central Montana receives an inquiry, the primary response piece we use is our print travel planner. We also use the travel planner on brochure racks around Montana to entice potential visitors to travel through the region, and it is handed out at consumer shows.</p> <p>We will also reprint the Central Montana Birding Trails brochure. This is a specific market we target and our supplies of the brochure are dwindling.</p>	<p>2010 Brand Awareness Study indicating that photos are what really speak to the potential visitor. Our travel planner uses a variety of images, many in large format, full page or two page photos.</p> <p>While we don't have additional research to support this project, the Central Montana board feels strongly that the travel planner is a great way to showcase our region, including our small rural communities and their events. Our area visitor centers highly value the travel planner.</p> <p>By the same token, our birding brochure is very specific to routes, species information and services offered. It is available on our website to download and print but it is a large format piece and many request the actual brochure.</p>	<p>We will produce a comprehensive travel planner showcasing communities in Central Montana. A two-page state map will be the centerfold to assist those not familiar with routes in Montana. Large format photos will be used to keep the reader engaged. Day trips from our larger communities are highlighted on sidebars, detailed birding information is given (also the opportunity to order our birding brochure or download it from our website), a calendar of events, information on historic trails, and information on our scenic routes and byways. When the Montana Office of Tourism/Business Development decided to quit producing</p>	<p>We solicit feedback from our advertisers in the Central Montana travel planner. We also watch the demand for the travel planner on brochure racks. We do not solicit, but occasionally receive, feedback from those who request and receive the travel planner.</p> <p>Our birding brochure is sent after people specifically request it. We have migratory birding events in the region, both at a time when our lodging facilities can easily accommodate additional visitors. We will</p>		\$66,000.00	Yes	

accommodations listings, we added six pages in our travel planner to provide this information to our potential visitors. We have kept this information in our travel planner although MTOT/BD has begun producing a stand-alone accommodations guide.

In FY16 we eliminated four pages in our travel planner in an effort to reduce postage costs.

This project also includes paid professional distribution on Certified Folder Display brochure racks to reach travelers enroute. In addition, the distribution budget covers bulk shipping costs (FedEx and UPS) to fulfill requests from chambers and visitor information centers who ask for our print travel planner. Our travel planner production and print budget is \$51,000 for 100,000 copies. Our distribution budget with Certified Folder is \$7,000.

seek feedback from our lodging facilities, particularly in the areas where these migratory events occur.

In FY16 Central Montana and Missouri River Country submitted a grant to promote birding in the two tourism regions. We will exhaust our supplies with the marketing that is currently underway and will need to reprint the brochure in FY17. Our budget to

					reprint this brochure is \$8,000.					
Marketing Support	Cooperative Marketing	Yes	<p>This project is for non-bed tax funded organizations that are not for profit. We will partner with them to assist in marketing their area. For cooperative marketing projects we can pay up to half of their project cost, and we typically cap the amount of each project at \$2,500. This project is a great benefit available to our communities in Central Montana. We currently have only one bed tax funded CVB in the region and our cooperative marketing project has enabled many communities to market their area.</p> <p>We do not know the nature of the projects they will submit but they are regulated to be only for tourism marketing.</p>	Various research applies but it depends on the type of projects submitted.	<p>Within our thirteen counties there is only one community that receives a portion of the bed tax back to do promotion. Our small cooperative marketing budget goes a long way in helping our small communities with their efforts to draw visitors to their area.</p> <p>Projects we have previously participated in include placement of digital ads, purchasing space in opt-in e-newsletters, billboards, brochures, print ads, TV spots and radio spots.</p>	Each project is evaluated although, without knowing what will be submitted, we cannot answer this question yet.		\$11,000.00	No	
Marketing Support	Administration	No	We will allocate 20% of our annual budget for administrative expenses. Central Montana contracts with an independent contractor to carry out all of the administrative duties of the region.	There are no supporting research statistics for administrative budgets.	Some of our administrative expenses include fees for a contracted executive director, phone line, administrative postage, internet service, travel not covered under specific marketing budgets, directors & officers insurance and commercial general liability insurance for our board of directors.	This is not a project where we measure success although contracted services are evaluated by the Central Montana board of directors. An RFP for Administrative Services is done at least every seven years.		\$70,600.00	No	
Marketing Support	Opportunity Marketing	Yes	Our Opportunity Marketing budget will be used for something that comes up during the year that we had not foreseen at the time of writing our marketing plan.	Supporting research/statistics will be studied once a project is identified.	Rationale for any Opportunity Marketing project will be developed once the opportunity is identified.	Success measures will be identified once the project is determined.		\$6,000.00	No	

Marketing Support	TAC/Governor's Conference meetings	No	This is a support project to allow Central Montana's executive director to attend the Tourism Advisory Council meetings and the annual Governor's Conference on Tourism.	This is a support project.	Central Montana's executive director will attend Tourism Advisory Council meetings as they are scheduled. Attendance at Montana's annual Governor's Conference on Tourism will also be paid from this line item.	This is a support project.		\$2,500.00	No	
Marketing Support	Fulfillment/Telemarketing	No	Our Telemarketing/Fulfillment budget includes postage for mailing our travel planners, our toll free phone line and expenses for the sheltered workshop we contract with for stuffing/sealing our travel planners. This budget also includes costs for printing 9" x 12" envelopes in which Central Montana's travel planners are mailed. We typically print a two-year supply.	This is a support project.	After placing ads to reach our potential visitors, we follow up with our primary response piece which is our travel planner. Each category in our telemarketing budget helps fulfill the steps a potential visitor takes after seeing our ads.	This is a support project.		\$11,000.00	No	
Marketing Support	Joint Ventures	Yes	Joint Ventures includes marketing we do with the MT Office of Tourism/Business Development. Based on the opportunities provided, we will evaluate them to see if they fit with our markets and analyze the supporting research provided.	Once the MT Office of Tourism/Business Development offers these projects, we will be able to determine the supporting research.	While Joint Venture projects have not yet been developed by the MT Office of Tourism/Business Development, they are generally a negotiated buy with good ad rates. Central Montana has been able to buy in to several markets as a result of these negotiated rates and, more than likely, we would not have been able to do that on our own. While our budget for Joint Ventures isn't large, we still feel we get a good return on our investment.	Once projects are identified by the MT Office of Tourism/Business Development, we will determine how to measure the success of those in which we participate.		\$10,000.00		

Publicity	Fam Trips	No	We will work with media representatives to gain publicity about the region, our tourism products and events. We will also participate in FAM trips organized by Montana Office of Tourism/Business Development.	While there isn't specific research to support this project, we have had trackable results based on responses via phone and our website after an article has reached our potential visitor.	We provide media representatives with information and experiences about our region based on their outlets. Many media representatives request assistance from the MT Office of Tourism/Business Development and then they pass along that request to Central Montana for further action. We feel that publicity generated by a third party is highly effective in getting knowledge about our vacation possibilities to our potential visitors.	We will measure success by the amount of publicity generated by those media representatives we host. The size of the article, circulation of the media outlet and usage of photos all contribute to the earned media value.		\$9,000.00	No	
								<b>\$353,000.00</b>		

**Marketing Method Budget**

Marketing Segment	Marketing Method	Bed tax funded budget	Non bed tax funded budget
Consumer	Online/Digital Advertising	\$85,000.00	\$0.00
Consumer	Travel/Trade Shows	\$11,000.00	\$0.00
Consumer	Photo/Video Library	\$2,900.00	\$0.00
Consumer	Website/Internet Development/Updates	\$36,000.00	\$0.00
Consumer	Print Advertising	\$32,000.00	\$0.00
Consumer	Printed Material	\$66,000.00	\$44,000.00
		<b>\$232,900.00</b>	<b>\$44,000.00</b>
Marketing Support	Joint Ventures	\$10,000.00	\$0.00
Marketing Support	Administration	\$70,600.00	\$0.00
Marketing Support	Fulfillment/Telemarketing	\$11,000.00	\$0.00
Marketing Support	Cooperative Marketing	\$11,000.00	\$0.00
Marketing Support	TAC/Governor's Conference meetings	\$2,500.00	\$0.00
Marketing Support	Opportunity Marketing	\$6,000.00	\$0.00
		<b>\$111,100.00</b>	<b>\$0.00</b>
Publicity	Fam Trips	\$9,000.00	\$0.00
		<b>\$9,000.00</b>	<b>\$0.00</b>
		<b>\$353,000.00</b>	<b>\$44,000.00</b>

**Miscellaneous Attachments****Reg/CVB Required Documents**

File Name	Description	File Size
<a href="#">Appl for Lodging Tax Revenue.pdf (279 KB)</a>	FY 17 required documents	279 KB

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