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 **Withdraw** changes the status of the application to Withdrawn and removes the app from the evaluation process.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

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

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

**41957 - FY 17 Glacier Country Marketing Plan**  
**DOC Office of Tourism**

<b>Status:</b>	Under Review	<b>Original Submitted Date:</b>	05/07/2016 9:33 PM
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**Applicant Information**

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**Organization Information**

<b>Name:*</b>	Glacier Country Regional Tourism Commission
<b>Organization Type:</b>	Non-Profit Organization
<b>Organization Website:</b>	<a href="http://glaciermt.com/">http://glaciermt.com/</a>
<b>Address:*</b>	4852 Kendrick Place

Suite 101

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Montana

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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?*

*Please reference attached PDF of the Glacier Country Marketing Plan Narrative for a detailed version of all the Community and Brand Support questions.*

WHO WE ARE AND WHO WE ATTRACT.

#### ABOUT WESTERN MONTANA'S GLACIER COUNTRY

As our name implies, Glacier Country is home to the Crown Jewel of the Continent—Glacier National Park. Within the park, visitors can explore rolling foothills, celestial summits, flower-filled meadows and stunning 400-foot waterfalls, as well as an extensive trail system. Anchoring the park is the Going-to-the Sun Road. An engineering marvel and National Historic Landmark, the Going-to-the-Sun Road is one of the most scenic drives in the nation.

As the westernmost region of Montana, Glacier Country encompasses 75+ communities within the eight counties of Flathead, Glacier, Lake, Lincoln, Mineral, Missoula, Ravalli and Sanders.

- Geographic size: 22,000 square miles
- Population: 320,000
- Largest communities: Missoula, Kalispell, Whitefish and Hamilton
- Average February temperature: 30 degrees
- Average July temperature: 85 degrees
- American Indian Tribes: Blackfeet, Kootenai, Pend d'Oreille, Bitterroot Salish

Glacier Country Tourism's brand is firmly integrated with the Montana brand. Our offerings—specifically nature, communities and welcoming residents—blend together to provide services and experiences that help to share our marketing messages, while effortlessly aligning with our three brand pillars.

- More spectacular unspoiled nature than anywhere else in the lower 48 states.
- Vibrant and charming small towns that serve as gateways to the state's natural wonders.
- Breathtaking experiences by day, and relaxing hospitality at night.

More importantly, it is the many Montanans who deliver genuine and authentic experiences that help turn our first-time visitors into return visitors.

- We are simple, but not unsophisticated.
- We are confident, not arrogant.
- We are genuine, not old-fashioned.
- We are grounded, but not stuck in our ways.

Glacier Country is host to millions of visitors each year with a variety of interests and characteristics.

- Leisure traveler
- Geo-tourist
- Active mature
- Families
- Repeat visitors to Montana

- Business
- Meetings and conventions
- Reunions and weddings
- Higher education
- Healthcare

**Average length of trip**

- 5.87 nights
- 71% of nights spent in Glacier Country
- 13% of nights spent in Yellowstone Country

**Primary reason for the trip**

1. Vacation/recreation/pleasure - 58%
2. Visit friends/relatives/family event - 20%
3. Just passing through - 14%
4. Business/convention/meeting - 7%
5. Other - 1%
6. Shopping - 1%

**Activities while on their trip**

1. Scenic driving - 63%
2. Day hiking - 48%
3. Nature photography - 46%
4. Wildlife watching - 40%
5. Car/RV camping - 35%
6. Recreational shopping - 32%
7. Visiting other historical sites - 24%
8. Visiting local breweries - 17%
9. Visiting museums - 14%
10. Visiting Lewis and Clark sites - 14%

**Top sites visited on trip**

1. Glacier National Park - 68%
2. Yellowstone National Park - 44%
3. Flathead Lake state parks - 18%
4. Other Montana state parks - 14%

**Group characteristics**

- 17% of groups with all first-time visitors
- 73% of groups with all repeat visitors
- 10% of groups with first-time and repeat visitors
- 18% flew on a portion of their trip
- 6% own a second property in Montana

Source: *The University of Montana, Institute for Tourism and Recreation Research (ITRR) based on 2015 data.*

**Why they come.**

Within the boundaries of Glacier Country exist an endless array of activities, from thriving arts and culture offerings to exhilarating adventures and authentic western experiences surrounded by stunning landscapes.

*(Please reference attached PDF for more detail.)*

**STRENGTHS**

As a travel destination, Glacier Country enjoys many distinct strengths. Building upon the ones previously mentioned, some additional major assets include:

**Brand pillars (detailed above)**

- Spectacular unspoiled nature
- Charming small towns and communities that serve as gateways to natural wonders
- Breathtaking experiences by day, and relaxing hospitality at night

**Well-preserved cultural and heritage offerings**

- Museum of the Plains Indian (Browning)
- Going-to-the-Sun Road (Glacier National Park)
- Libby Dam (Libby)
- Daly Mansion (Hamilton)
- Savenac Historic Tree Nursery (Haugan)
- St. Ignatius Mission (St. Ignatius)
- Sanders County Historical Museum (Thompson Falls)

#### Partnerships

- Glacier Country benefits from a culture of collaboration among its many partners who work together to build awareness of Western Montana as an authentic destination, while adding value to the travel experience. These public and private partners include—but are not limited to—our historical heritage sites, arts and culture organizations, agritourism entities, businesses that locally source products and services, tribal nations, U.S.F.S., U.S. Fish and Wildlife Service, Bureau of Land Management, Montana State Parks, Glacier National Park and conservation associations.

#### Seasonality

- The eight counties of our region see fluctuations in traveler numbers depending on the season and location.
- Overall our region's high season is June through September. However, there is some variance among our eight-county region and there are opportunities for growth throughout the 75 communities in Glacier Country.

#### Annual Glacier Country Signature Events

- Montana Dragon Boat Festival (Lakeside)
- Huckleberry Festival (Trout Creek)
- North American Indian Days (Browning)
- Bitterroot Scottish Irish Festival (Hamilton)
- Missoula Marathon (Missoula)
- Rendezvous Days (Eureka)
- Tamarack Festival and Brewfest (Seeley Lake)
- Flathead Cherry Festival (Polson)
- Winter Carnival (Whitefish)
- Montana Spartan Race (Bigfork)
- Arlee 4th of July Celebration and Pow Wow (Arlee)
- River City Roots Festival (Missoula)

#### CHALLENGES

Glacier Country Tourism takes a broad-based approach to addressing the challenges encountered in our region. It's important to note that not all of these challenges can be changed by Glacier Country. Instead, we take an informational approach and stay informed on the latest issues and engage available resources when possible and appropriate. These resources include accuracy in our marketing messages and imagery used; staying abreast of new marketing trends and opportunities; maintaining a positive tone and message in our publicity and social media efforts; working with our partners to understand the concerns and impacts our industry has at a local, statewide and national level; and assisting financially when possible, while knowing that our ultimate mission is to create demand for the tourism product our businesses and communities supply.

*(Please reference attached PDF for more detail.)*

#### Identified Challenges

- Economy
- Market competition
- Airline challenges
- Glacier National Park infrastructure issues
- Changing landscape

- Perception of Glacier National Park being closed when the Going-to-the-Sun Road isn't open in its entirety
- Perception of remote location
- Emerging markets
- Crisis outreach and traveler education
- Weather
- International issues
- Public transportation

#### GLACIER COUNTRY TOURISM FULLY INTEGRATES THE MONTANA BRAND

As outlined in our STRENGTHS, Glacier Country Tourism fully embraces the Montana brand pillars of spectacular beauty, relaxing hospitality at night and exhilarating adventures by day. We highlight unique adventures and local flavors that appeal to the visitor looking for an authentic Montana experience, paired with truly local hospitality.

In our outreach efforts, we follow Montana's guidelines of big, expansive photography that tells the Montana story. We support the spectacular landscape with subsets of charming towns, approachable activities and distinctive things to see and do.

Optional: [Include attachments here](#)

[16-GCT-0112 FY17 Mktg Plan - Full.pdf](#)

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

Their primary reasons for visiting Montana were mountains and forests, Yellowstone and Glacier National Parks, open space and uncrowded areas. They also enjoyed scenic driving, day hiking and nature photography.

Glacier Country Tourism's process of inspiration, orientation and facilitation is based upon our beautiful landscapes and ample amenities found throughout Western Montana. The key to inspiration lies within our stunning imagery that we include in all creative content from print ads to digital placements and social media outreach to our travel guide. We start by making an emotional connection with the potential visitor and then provide them with the tools they need to take that first step toward action, and planning a trip to Western Montana's Glacier Country.

### Inspiration

- Consumer and business-to-business advertising – print/digital
- Consumer and business-to-business social media – facebook, pinterest, twitter, instagram, blog
- Travel shows
- Trade shows
- Publicity

Glacier Country provides several ways to learn more about the region, making orientation intuitive by reaching people in the way they want to interact. We make it easy to fulfill their quest for knowledge through ordering a travel guide from a print ad offer, clicking a banner ad to take them to a landing page on the website specific to their interests or engaging in a social media conversation that appeals to their sense of community.

### Orientation

- Iconic/expansive imagery
- Creative messaging
- Alignment with the Montana brand
- Call-to-action
- Contact information

We want facilitation to be easy and enjoyable. We have several hands-on ways for our visitors to plan their trips. The Glacier Country Travel Guide and website offer information on a wide variety of things to do, places to stay and ways to get here. Visitors can then drill-down with partner deals and contact information to plan their experiences one-on-one with experts on the ground here in Montana. For more comprehensive step-by-step guidance, Glacier Country Tourism has a call center staffed with trained professionals that are available via live chat, email or phone for visitor assistance.

### Facilitation

- Website
- Call center
- Travel guide
- Partner travel deals
- Social media

Optional: [Include attachments here](#).

## 3. Who is your market?

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

**GEOGRAPHIC TARGETS**

- California
- Washington
- Illinois
- Oregon
- Minnesota
- Texas
- International

**Regional Drive Target Markets** (all geographic areas within 600 miles of Glacier Country)

- Spokane
- Boise
- Idaho Falls
- Alberta
- In-state

**Other Target Markets**

Additional areas as opportunities arise or markets emerge according to marketing analytics including international FIT (foreign independent travel). We will look deeply at all existing or new direct flight markets.

**DEMOGRAPHIC TARGETS**

- Individuals – mid-30s+, HHI \$50,000, active and affluent, take at least two vacations per year, may be traveling in groups of two or more
- Mature geo-traveler couples – 55+, HHI \$70,000, active and affluent, high-value low-impact couples, may be traveling as groups with other friends and/or extended family
- Families – multi-generational travelers, 1+ children, HHI \$75,000, active and affluent

*Note: Build upon the national program "Every Kid in the Park" to engage youth in Glacier National Park. Specifically, fourth graders will have free access to America's national park system during the 2016 - 2017 school year.*

**PSYCHOGRAPHIC TARGETS**

- Authentic experiences – shopping, dining, relaxing spa getaways, western offerings
- Outdoor recreation – hiking, camping, skiing, golfing, wildlife viewing, RVing
- Culture – history, galleries, museums, theaters, photography
- Adventure – risk-takers, independent, low-impact

**OTHER TARGETS**

- Repeat visitors to Montana
- Healthcare
- Higher education
- Reunions
- Meetings and conventions
- FIT and group tours

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

- Texas
- New York City
- Direct flight markets to and from our region
- Destination weddings

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

- Montana Office of Tourism and Business Development research
- Website analysis
- Call center activity
- Consumer marketing market analysis
- Institute for Tourism and Recreation Research
- Trade show feedback
- Meeting and convention follow up
- Professional association research
- American Bus Association
- Destination Marketing Association International
- National Tour Association
- Rocky Mountain International
- U.S. Travel Association
- Adventure Travel Trade Association
- Family Travel Association

Glacier Country tries to align our markets, when appropriate, with the key markets for the Montana Office of Tourism and Business Development, as well as key markets for our convention and visitor bureaus and other public and private partners. We also reference the data collected from our call center and webpage. We have seen continued digital visitation and inquiry growth from California and Texas, as well as visitor demographics as supported by ITRR's quarter visitor surveys.

**Optional: Include attachment here.**

#### 4. Overall Goals

##### OVERALL GOALS.

Glacier Country's primary marketing goals are:

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

##### OBJECTIVES.

- Increase overall consumer response by 2% over 2016
  - 2% increase will require our overall consumer response reach goal at 1,320,968 or by an additional 26,000
- Increase electronic response by 2% over 2016
  - 2% increase will require our electronic response reach goal at 1,270,988 or by an additional 25,000
- Increase social media reach by 4% over 2016
  - 4% increase will require our response reach goal at 71,682,526 or by an additional 2,757,000
- Increase use of responsive website by 2% over 2016
  - 2% increase will require our webpage use reach goal at 1,175,193 or by an additional 23,000
- Increase our consumer database by 2% over 2016
  - 2% increase will require our consumer database reach goal at 493,689 or by an additional 9,680
- Increase our trade show database by 4% over 2016
  - 4% increase will require our trade show database reach goal at 778 or by an additional 31 over 2016
- Media stories to increase by 1% over 2016
  - 1% increase will require our direct earned media reach goal at \$2,265,430 or by an additional \$22,000

- Fund chamber/visitor information centers at up to \$4,000 per project from Memorial Day to Labor Day 2017 to better inform and encourage visitors to stay longer in Western Montana's Glacier Country
- Increase consumer and group suggested itineraries by two

Optional: Include attachments here.

**5. Joint Venture Opportunities**

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

We are open to joint venture efforts for leisure advertising, publicity, film, group tour and international FIT. We are currently working with MOTBD on several projects and look forward to seeing what we can accomplish together in the coming year. We find the most effective joint ventures with Montana Office of Tourism and Business Development are through publicity, international, group and meetings, and conventions. In FY 2016, Glacier Country committed \$110,000 to projects with Montana Office of Tourism and Business Development.

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

We are actively planning and participating in future cooperative and joint venture tourism sales, publicity and advertising projects with regions and CVBs to explore multiple ways to partner.

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

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

- FY 2013 = \$65,000 (actual)
- FY 2014 = \$145,000 (actual including The Bachelor & RMI Mega FAM)
- FY 2015 = \$102,600 (actual)
- FY 2016 = \$110,000 (budget)

These amounts vary year to year based on what opportunities arise. For the most part we feel the joint ventures we have done in the past have been successful. We believe mixed media advertising is the key to a successful plan and we weigh each placement based on goals and expectations. 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:

- Return on investment
- Brand support
- Community/partner outreach and support

Optional: Include attachments here.

Include pie chart here.

[16-GCT-0112 FY17 Mktg Plan - Budget - 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 tax funds?	Add'l Atchmnts
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Consumer	Print Advertising	Yes	Glacier Country fully supports the efforts of MTOT by promoting Montana as a travel destination. We use four-color, full-page ad placement whenever possible. We follow the Montana Brand by using iconic imagery to tell our authentic story, as it relates specifically to Glacier Country and in partnership with MTOT, other regions, CVBs and stakeholder organizations. Our strategy is guided by the geographic and demographic targets outlined in our narrative.	<ul style="list-style-type: none"> <li>Print advertising continues to be an important component in a successful marketing campaign. It reinforces the brand by giving the message prominence. It aligns perfectly with reader interests by adding the first layer to the strategy – from broad prospecting for leisure travel to niche targeting for special interests.</li> <li><a href="http://www.forbes.com/sites/thesba/2012/06/28/print-is-dead-not-so-fast/">http://www.forbes.com/sites/thesba/2012/06/28/print-is-dead-not-so-fast/</a></li> <li><a href="http://www.marketingprofs.com/articles/2014/24084/print-marketing-will-thrive-in-2014-and-beyond">http://www.marketingprofs.com/articles/2014/24084/print-marketing-will-thrive-in-2014-and-beyond</a></li> <li><a href="http://beasleydirect-blog.com/2013/04/01/why-print-advertising-still-works-in-a-digital-age/">http://beasleydirect-blog.com/2013/04/01/why-print-advertising-still-works-in-a-digital-age/</a></li> <li><a href="http://membercenter.glaciermt.com/wp-content/uploads/2014/04/Connect_Magazine_Intimacy_of_Print.pdf">http://membercenter.glaciermt.com/wp-content/uploads/2014/04/Connect_Magazine_Intimacy_of_Print.pdf</a></li> <li><a href="http://membercenter.glaciermt.com/wp-content/uploads/2014/04/skift-peak-experiential-traveler-report1.pdf">http://membercenter.glaciermt.com/wp-content/uploads/2014/04/skift-peak-experiential-traveler-report1.pdf</a></li> </ul>	Glacier Country thoughtfully approaches establishing geographic, demographic and psychographic targets each year based upon previous success and research provided by MTOT and ITRR. To that end, we extensively research how to most effectively reach that target in a way that is meaningful and print placement remains a solid choice in our media mix.	Success will be measured in a variety of ways. If a publication offers reader service, we will report the number of inquiries associated with that print placement. We will also measure spikes in website traffic, call activity and travel guide requests and downloads associated with the timing of the print placement.		\$31,000.00	No	<a href="#">Glacier Country Tourism Annual Report FY15 (1).pdf</a>
Consumer	Online/Digital Advertising	Yes	We plan to target our primary and secondary markets using a mixed media approach with most consumer advertising dedicated to online advertising in major primary and secondary geographic, demographic and psychographic targeted websites as outlined in our narrative, including social media advertising. Online digital advertising is a highly targeted and efficient method to drive website traffic, inquiries and visitation. Each year we develop creative that is consistent yet appropriate for the audience we are targeting. Our approach to bring additional focus to emerging markets through the use of blogs and niche travel content websites where audiences have reached levels competitive with traditional tourism media sites.	<p>"More Than 90 Percent of U.S. Households Have Three or More Devices Pinging the Internet," <i>Recode</i>, November 2014</p> <p>There is a renewed focus on brands that consumers think understand their values and customize their messages specifically for them. This extends not only to the products that travelers choose to buy, but increasingly to the ads and content they are served by brands as well. "Consumers of all ages want brands to feel personalized and meaningful to them," said Y&amp;R BAV president Michael Sussman, speaking in a 2015 interview with <i>Adweek</i>.</p> <ul style="list-style-type: none"> <li><a href="#">Skift-cendyn-trend-report-from-data-to-action</a></li> <li><a href="#">Taking Travel in Hand</a></li> <li><a href="#">Total GlacierMT Web Visitor Report JULY 2014 – JUNE 2015</a></li> <li><a href="#">Winning Content Marketing Strategies for Travel Brands in 2016</a></li> <li><a href="#">Search Marketing Strategies for Travel Brands</a></li> <li><a href="#">Deep Dive Into Google Travel</a></li> <li><a href="http://www.imaginisbd.com/2014/03/06/the-importance-of-developing-segmentations-of-your-target-audience/">http://www.imaginisbd.com/2014/03/06/the-importance-of-developing-segmentations-of-your-target-audience/</a></li> <li><a href="http://study.com/academy/lesson/market-segmentation-geographic-demographic-psychographic-more.html">http://study.com/academy/lesson/market-segmentation-geographic-demographic-psychographic-more.html</a></li> <li><a href="http://membercenter.glaciermt.com/wp-content/uploads/2014/04/2014-travelers-road-to-decision_research_studies.pdf">http://membercenter.glaciermt.com/wp-content/uploads/2014/04/2014-travelers-road-to-decision_research_studies.pdf</a></li> <li><a href="http://membercenter.glaciermt.com/wp-content/uploads/2014/04/skift-peak-experiential-traveler-report1.pdf">http://membercenter.glaciermt.com/wp-content/uploads/2014/04/skift-peak-experiential-traveler-report1.pdf</a></li> <li><a href="http://www.milespartnership.com/wp-content/uploads/2014/07/State-of-the-American-Traveler-FINAL-Web-version.pdf">http://www.milespartnership.com/wp-content/uploads/2014/07/State-of-the-American-Traveler-FINAL-Web-version.pdf</a></li> </ul>	We strive to stay ahead of the digital curb in our digital media targeting using retargeting, as well as other measurement and acquisition tools to insure we are getting the most return on investment for our digital media budget.	We use a combination of analytics tools to provide us real time reporting on the host of campaigns across the web and react quickly to under-performing campaigns. We have continually delivered results above the .5% CTR target where most national campaigns of similar creative, budget and focus fall below a .09% CTR.		\$191,000.00	No	<a href="#">Glacier Country Tourism Annual Report FY15 (1).pdf</a>
Consumer	Electronic Adv - Newsletter, E-blast	Yes	Glacier Country will continue to send seasonal and niche newsletters. Content features activities, events and attractions throughout Glacier Country reflecting the area's personality. Design includes color photos and links to	<ul style="list-style-type: none"> <li>Every day, 91 percent of US consumers use email, according to consulting firm <i>McKinsey &amp; Co</i>.</li> <li>Recent studies tell us that the tourism and hospitality landscape is rich with open rates of some 20–30%, and newsletters engagement rates of as much as 97%. Nearly two-thirds of consumers in the United States prefer to receive promotions via email. <i>Inbox Strategies: The State of E-Mail Marketing in the Travel Industry, Skift.com</i></li> <li>The average value of an order gained via email is 17 percent</li> </ul>	We have had tremendous success over the years maintaining a relationship with those who have requested travel information and assistance. We have experienced open rates	Glacier Country will continue to work to optimize our email strategy for mobile and tablet devices and across a multitude of		\$35,000.00	No	

			websites and social media sites for additional information as well as special promotions and package offers. Our database consists of 450,000 active users. Our agency of record will work with the Glacier Country staff to solicit area information and determine content to be featured in each.	<p>higher than the average value of an order gained via social media according to <i>McKinsey &amp; Co.</i></p> <ul style="list-style-type: none"> <li>• In 2012, one-fourth of online adults in the US valued email as a way to learn about new products and promotions, up from 17 percent in 2010, according to Forrester.</li> <li>• The ROI for email marketing is two times higher than the ROI for cold calling, networking and trade shows according to the <i>MarketingSherpa</i>, a marketing research institute.</li> <li>• Nearly 45 percent of all marketing emails are opened on mobile devices, according to <i>McKinsey &amp; Co.</i> "Yet many marketers fail to optimize landing pages for the platform," the firm says.</li> <li>• In 2013, the number of mobile email users around the world totaled 897 million, according to <i>Radicati</i>. That figure is expected to soar to 1.78 billion in 2017, <i>Radicati</i> predicts.</li> <li>• <a href="http://membercenter.glaciermt.com/wp-content/uploads/2014/04/Skift-Boxever-The_Future-of-Personalized-Marketing.pdf">http://membercenter.glaciermt.com/wp-content/uploads/2014/04/Skift-Boxever-The_Future-of-Personalized-Marketing.pdf</a></li> <li>• <a href="#">Skift-Boxever-Psychology-of-Customer-Experience</a></li> <li>• <a href="#">Skift-cendyn-trend-report-from-data-to-action</a></li> <li>• <a href="#">The Rise of Lifestyle Branding in Travel</a></li> <li>• <a href="#">Taking Travel in Hand</a></li> <li>• <a href="#">The Importance of Traveler Spending on Locally Produced Goods and</a></li> </ul>	between 10% and 20% during the marketing year. Our lower open rates are typically associated with full list blasts without targeting but generates over 20,000 opens in a typical blast. In the past year we have increased the recipient list from 140,000 to over 450,000 for each blast and strive to continually increase this with new names of travelers planning a trip to Western Montana.	platforms and browsers. We will continue to measure the effectiveness of this marketing segment by monitoring open rates, click-thru rates and time spent on website from traffic driven from the messaging creatives. The email list compilation and maintenance is also coming in handy for facebook marketing where the list is important with facebook targeting - it has been tested with positive early results in terms of conversion to the website and call center.			
Consumer	Travel/Trade Shows	Yes	Glacier Country prioritizes travel shows that match our geographic and demographic targets. Whenever possible, we partner with MTOT, other regions and CVBs to maximize our budget efficiencies and increase the Montana presence. We produce highly visual, four-color banners and travel booth panels that are on-brand (Glacier Country fully integrates the Montana brand.) We negotiate for added-value whenever possible, including literature distribution, presence in show promotion, etc. In the past several years, we have had significant increase in lead generation by offering a strong call to action in the form of a vacation giveaway.	<ul style="list-style-type: none"> <li>• In addition to our own conclusions from past successes, Glacier Country relies on MTOT and ITRR research and statistics identifying emerging markets.</li> <li>• The last four years, Glacier Country has partnered with Warren Miller Entertainment sponsoring targeted premieres of their annual movie. Part of the sponsorship attendance at the show that proceeds each movie and during the intermission. The last three years, in order to add authenticity to the experience, we have an employee of our DMO attend the show allowing for us to add the authenticity of the conversation. Each person who works the show reports on how much more engaged the booth visitor is when they say they are from Montana and can speak to the experiences we are promoting.</li> <li>• <a href="http://membercenter.glaciermt.com/wp-content/uploads/2014/04/skift-peak-experiential-traveler-report1.pdf">http://membercenter.glaciermt.com/wp-content/uploads/2014/04/skift-peak-experiential-traveler-report1.pdf</a></li> <li>• <a href="#">Skift-Boxever-How-Americans-Take-Vacation</a></li> <li>• <a href="#">Skift-Boxever-Psychology-of-Customer-Experience</a></li> <li>• <a href="#">The Rise of Lifestyle Branding in Travel</a></li> <li>• <a href="#">GC Ski Area Skier Visits for 2011 – 2015</a></li> <li>• <a href="#">ITRR Non-resident Visitor Summary 2015</a></li> <li>• <a href="#">Taste the Adventure _ Adventure Travel Trade Association</a></li> </ul>	There are numerous travel options for visitors both domestically and internationally. A strong Montana presence is necessary to bring all our state has to offer to the forefront of the decision making process. Travel shows offer a unique one-on-one engagement with a potential visitor, building trust and brand loyalty.	Travel show success is measured in a number of ways. We calculate the number of attendees that are exposed to our booth and the Montana message. We tally the number of travel guides distributed and giveaway entries collected. We also monitor unique website visits, phone call inquiries and general interest in our destination.	\$5,000.00	Yes	
Consumer	Sweepstakes	Yes	Over the past several years we have experimented with various types of call-to-action incentives in our promotions. Giveaway incentives from free travel guides to substantial	<ul style="list-style-type: none"> <li>• Yahoo Small Business says call-to-actions (CTAs) are critical for achieving any results online, because traffic, subscribers and followers don't do you any good until they become leads and eventually customers. That's why calls-to-action can be used in more places than just your website. They should also be employed in your blog, social media, email blasts, guest articles, sponsored content editorial and anywhere else you</li> </ul>	Over the past several years we have experimented with various types of call-to-action incentives in our promotions. The type and value of the	We track ad statistics and giveaway entries for each giveaway.	\$15,000.00	Yes	

			vacation packages continue to work extremely well. The call-to-action for the giveaway is promoted via all our marketing mediums including social media, online and print.	<p>publish or market online.</p> <ul style="list-style-type: none"> <li><a href="http://membercenter.glaciermt.com/wp-content/uploads/2014/04/skift-peak-experiential-traveler-report1.pdf">http://membercenter.glaciermt.com/wp-content/uploads/2014/04/skift-peak-experiential-traveler-report1.pdf</a></li> </ul>	giveaway incentives varies each year. Depending on the marketing channel, the response does vary. Online, all tend to perform well as compared to no call-to-action. At travel shows, larger, more extravagant giveaways work far better than smaller ones.					
Consumer	Webpage Marketing/SEO/SEM	Yes	<p>We continue to compliment the design of our primary and mobile websites promoting Glacier Country online with marketing strategies that include search engine optimization, search engine marketing submission, copywriting that encourages site visitors to take action and integrates keywords used for SEO, SEM, website design strategies, online promotions, reciprocal linking, email marketing and social media.</p> <p>The use of search engines to drive traffic to your tourism destination website has only grown more important. We focus a good deal on organic and paid search engine marketing to improve our position among hundreds of keywords prospective travelers are using while they consider vacations destinations.</p>	<ul style="list-style-type: none"> <li>Digital greatly influences travel planning from the very first stages of the consumer journey, with 65% of leisure travelers researching online before they even decide where or how to go. <i>The 2014 Traveler's Road to Decision</i>, Google</li> <li>Search engines are among the most popular online planning sources for travelers, particularly among leisure travelers. <i>The 2014 Traveler's Road to Decision</i>, Google</li> <li>Glacier Country concentrates on providing creative and unique content. This is in the form writing the editorial of our site with key word combinations in mind as well integrating other tools such as social media and blogs. Search algorithms reward original content such as blog posts. Blogs give corporate websites 434 percent more indexed pages, 97 percent more inbound links and 55 percent more visitors, according to ContentPlus14, a U.K.-based content marketing consultancy. <i>Content Marketing Trends in the Travel Industry</i>, Skift.com</li> <li><a href="http://searchengineland.com/top-10-insights-local-search-marketing-experts-isa-15-219974">http://searchengineland.com/top-10-insights-local-search-marketing-experts-isa-15-219974</a></li> <li><a href="http://membercenter.glaciermt.com/wp-content/uploads/2014/04/2014-travelers-road-to-decision_research_studies.pdf">http://membercenter.glaciermt.com/wp-content/uploads/2014/04/2014-travelers-road-to-decision_research_studies.pdf</a></li> <li><a href="http://www.milespartnership.com/wp-content/uploads/2014/07/State-of-the-American-Traveler-FINAL-Web-version.pdf">http://www.milespartnership.com/wp-content/uploads/2014/07/State-of-the-American-Traveler-FINAL-Web-version.pdf</a></li> <li><a href="http://membercenter.glaciermt.com/wp-content/uploads/2014/04/Skift14Trends2014.pdf">http://membercenter.glaciermt.com/wp-content/uploads/2014/04/Skift14Trends2014.pdf</a></li> <li>Skift-Boxever-Psychology-of-Customer-Experience</li> <li>Skift-cendyn-trend-report-from-data-to-action</li> <li>The Rise of Lifestyle Branding in Travel</li> <li>The_Case_for_Responsive_Travel_2016_Final</li> <li>A_Roadmap_to_Traveler_Attribution_Whitepaper</li> <li>Taking Travel in Hand</li> <li>Changing Demographics – Trends that Drive American Travel 2015</li> <li>Total GlacierMT Web Visitor Report JULY 2014 – JUNE 2015</li> </ul>	<p>Webpage marketing is more than buying keywords or studying hot search trends but also careful organic testing and researching of how best to layout the content within the website for the organization to best serve the needs of customers and help customers find that great content quickly while searching.</p>		\$80,000.00	Yes	<a href="#">GC webpage marketing strategy inclusions.pdf</a>	
Consumer	Multi-Media Marketing	Yes	<p>Glacier Country is taking our partnership with Warren Miller Entertainment to a new national co-sponsor designation level that includes a mix of movie inclusion, online digital, traditional print, :30 movie premiere commercial, custom content video, email, digital social and venue marketing. Entertainment inspires people to travel. Destinations where movies</p>	<p>Neighborhood art, music and culture - with more travelers venturing down side streets off the mainstream tourism path, more hotels are partnering with local cultural attractions, independent shops and other community businesses. Skift, The Rise of Local in Hospitality, Greg Oates</p> <p>There is a renewed focus on brands that consumers think understand their values and customize their messages specifically for them. This extends not only to the products that travelers choose to buy, but increasingly to the ads and content they are served by brands as well. "Consumers of all ages want brands to feel personalized and meaningful to them," said Y&amp;R BAV president Michael Sussman, speaking in a 2015 interview with Adweek. Skift, Film-induced tourists are those who are inspired to visit a country after seeing it on screen. They might visit filming locations if they</p>	<p>This effort is market range is primarily national but with film inclusion will reach the everywhere the movie is viewed including Canada, Europe, South America, Asia and Australia. The film segment was filmed in-region this last winter with four locations including, Lost Trail Powder Mountain, Turner Mountain, Whitefish and</p>	<p>We will be tracking this effort in a similar manner as we have our past campaigns with Warren Miller – leads, digital analytics, call center inquiries and social media.</p>		\$150,000.00	No	

			and television shows are filmed have the potential to attract film tourists with smart, timely marketing.	<p>are part of the area's tourism circuit, but they don't go just to see the sets. For example, Lord of the Rings fans might visit the set of Hobbiton, but others might simply be inspired to visit New Zealand after learning that the fantastic natural vistas in the film are real places that they can visit. Skift, The Rise of Destination Marketing Through Movies and TV, Vincent Trivett</p> <ul style="list-style-type: none"> <li>• <b>The Rise of Destination Marketing Through Movies and TV</b></li> <li>• <b>Winning Content Marketing Strategies for Travel Brands in 2016</b></li> </ul>	Seeley Lake. The Seeley Lake filming merged the two worlds of backcountry downhill skiing and snowmobiling with tandem powder snow shredding of two professional skiers with ties to Montana with a world champion snowmobiler from Dillon, Montana. We are extremely excited about marketing these two traditional recreation groups that have been organically blending together for several years. As a bonus, we will receive all b-roll from the Montana shoot for our marketing purposes.					
Consumer	Ad Agency Services	Yes	Glacier Country's agencies of record work closely with us on many facets of our marketing plan from strategy and implementation to tracking and analysis. Their staff works thoroughly with Glacier Country staff, board of directors, partnering organizations and agencies to analyze current problems and opportunities as well as our past efforts and their effectiveness.	<ul style="list-style-type: none"> <li>• <a href="http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Marketing-Strategy-Article.pdf">http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Marketing-Strategy-Article.pdf</a></li> <li>• <a href="http://membercenter.glaciermt.com/wp-content/uploads/2014/04/Skift14Trends2014.pdf">http://membercenter.glaciermt.com/wp-content/uploads/2014/04/Skift14Trends2014.pdf</a></li> <li>• <b>The Rise of Lifestyle Branding in Travel</b></li> <li>• <b>Taking Travel in Hand</b></li> <li>• <b>USTA Leisure Travel Decision Making</b></li> <li>• <b>Changing Demographics – Trends that Drive American Travel 2015</b></li> </ul>	Good marketing support from professionals who live and breathe various components of marketing, 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.	Success on our campaigns and marketing efforts translates to successful planning support.		\$110,000.00	Yes	
Consumer	Opportunity Marketing							\$5,000.00	No	
Consumer	Joint Ventures							\$50,000.00	No	
Consumer	Website/Internet Development/Updates	Yes	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. 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 keep up with the	<ul style="list-style-type: none"> <li>• <a href="http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Website-Article.pdf">http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Website-Article.pdf</a></li> <li>• <a href="http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Blogs-Article.pdf">http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Blogs-Article.pdf</a></li> <li>• <a href="http://membercenter.glaciermt.com/wp-content/uploads/2014/04/2014-travelers-road-to-decision_research_studies.pdf">http://membercenter.glaciermt.com/wp-content/uploads/2014/04/2014-travelers-road-to-decision_research_studies.pdf</a></li> <li>• <a href="http://membercenter.glaciermt.com/wp-content/uploads/2014/04/The-Rise-of-the-Silent-T...pdf">http://membercenter.glaciermt.com/wp-content/uploads/2014/04/The-Rise-of-the-Silent-T...pdf</a></li> <li>• <a href="http://membercenter.glaciermt.com/wp-content/uploads/2014/04/skift-peak-experiential-traveler-report1.pdf">http://membercenter.glaciermt.com/wp-content/uploads/2014/04/skift-peak-experiential-traveler-report1.pdf</a></li> <li>• According to <a href="http://www.milespartnership.com/wp-content/uploads/2014/07/State-of-the-American-Traveler-FINAL-Web-version.pdf">http://www.milespartnership.com/wp-content/uploads/2014/07/State-of-the-American-Traveler-FINAL-Web-version.pdf</a>:</li> <li>• Destination Marketing Organization Website Usage <ul style="list-style-type: none"> <li>◦ Millennials 34.7%</li> <li>◦ Generation X 31.1%</li> <li>◦ Baby Boomers 30.1%</li> </ul> </li> <li>• Accessing Traveling Planning Information <ul style="list-style-type: none"> <li>◦ Millennials 50%</li> <li>◦ Generation X 34%</li> <li>◦ Baby Boomers 19%</li> </ul> </li> <li>• <b>Skift-cendyn-trend-report-from-data-to-action</b></li> <li>• <b>Taking Travel in Hand</b></li> <li>• <a href="http://membercenter.glaciermt.com/wp-content">http://membercenter.glaciermt.com/wp-content</a></li> </ul>	It is important 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 glaciermt.com, its microsities 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. It is our goal to continue to make it current, intuitive, logical and consistent.	In FY 2015, glaciermt.com received 1,152,000 unique visits and we are seeing an 8% increase in FY 2016. 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		\$85,000.00	Yes	<a href="#">2014-2015 Call Center-Webpage Report YEAR END.pdf</a>

			<p>latest technologies and marketing mediums. Our webpage is a constantly evolving tool.</p> <p>Glacier Country will continue to focus daily on the core Glaciermt.com website in terms of content updates, content expansion, photography, security updates and a host of tasks to maintain fresh and engaging content and access to visitors. In addition, we continue to expand digital page and content focus to reach our niche markets. As part of our overall integrated webpage strategy, we continue to build out new niche content sections for group segments and new projects our new B2B blog and social media integration.</p> <p>Mobile continues to be a huge focus with the additional time needed for responsive technologies across current and emerging smart devices such as phones, tablets, video gaming devices, smart televisions, smart watches and anything else that pops up during the year that is used by our visitors to acquire our content.</p> <p>Our top pages for visitors consistently focus on activities with "Things To Do" a top page almost each month of the year. Unique content such as our Going-to-the-Sun Road widget, campgrounds, camping and scenic byways pages have all delivered healthy traffic growth as trend through the current marketing year.</p> <p>This budget provides for production, maintenance and enhancement of Glacier Country's primary, mobile and microsities.</p>	<p><a href="#">/uploads/2016/05/A_Roadmap_to_Traveler_Attribution_Whitepaper.pdf</a></p>	<p>adjusting as needed to maximize effectiveness and efficiency.</p>				
Consumer	Social Media	Yes	<p>Leveraging the power of social media to complement our various marketing strategies is one of our key program areas. The use of social media by destination marketing organizations to build brand support, create genuine conversations and</p>	<p>Social media is a great litmus test for how lifestyle brands have come to dominate the cultural conversation. Take for instance a recent survey by Marketing Sherpa investigating why consumers "Liked" various brands in social media. Although reasons like getting promotions or wanting to buy their products were top responses, other more interesting answers emphasized that the chosen brands produced "useful" or "entertaining" content (mentioned by 38% and 31% of respondents) or that the brand "reflects my lifestyle," which was mentioned by another 24% of</p>	<p>Our social media channels are used to reach new audiences and to support our other programs. The Western Montana's Glacier Country facebook page is a source of inspiration, orientation</p>	<p>Social media is incredibly easy to track - we have consistent handles across all of our channels (GlacierMT) and use hashtags to</p>	\$30,000.00	No	<p><a href="#">2014-2015 Call Center-Webpage Report YEAR END.pdf</a></p>

			<p>inspire audiences to visit continues to be extremely effective. Our social media drives about 8% of the overall traffic to our website and increases at a steady rate each year through organic, sponsored and paid social media efforts.</p>	<p>respondents. Skift, The Rise of Lifestyle Branding in Travel, Jeremy Kressman</p> <p>The Facebook News Feed is the primary destination for millions of smartphone users every day. And since the average user has more than 300 Facebook friends<sup>3</sup>, and likes more than 40 pages<sup>4</sup> (brands, publishers, celebrities, etc.), the content that appears there, and the order and format in which it's presented, is determined by algorithms with a singular purpose: to keep you engaged on Facebook.</p> <p>By contrast, Instagram is a must-have for teenagers and young Millennial adults. Now, with a userbase of 400 million, a mature community ecosystem and an advertising platform, it's one of Facebook's big hedges against rapidly shifting user behavior.</p> <p>One way to reach highly engaged Instagram audiences is to think beyond your own brand's account. Instagram influencers are some of the most powerful in social media today, and leveraging their followers through distributed campaigns can have meaningful returns. Skift, How to Harness The Facebook Ecosystem in 2016, Matt Silverman</p> <ul style="list-style-type: none"> <li>• <a href="#">How to Harness The Facebook Ecosystem in 2016</a></li> <li>• <a href="#">Winning Content Marketing Strategies for Travel Brands in 2016</a></li> <li>• <a href="#">The State of Travel Media 2015</a></li> <li>• <a href="#">How Tech Is Changing the Way Millennials Do Business Travel</a></li> <li>• <a href="#">Social Media Customer Service Strategies for Travel Brands 2015</a></li> </ul>	<p>and fulfillment. It's a community gathering place where prospective visitors can garner up-to-date information about our region, as well as become more familiar with what we offer the visitor.</p> <p>The content we share on our social media channels varies. As a region, we feel it's necessary to provide useful, pertinent and up-to-date information, as well as points of interest. Our social media plays a role in inspiration by including jaw-dropping images: some are icons, while others are off-the-beaten path gems. As our region is diverse and includes various communities, we also utilize our channels to highlight various locations and destinations from throughout the region, ranging from local gems to events. Typically, our facebook posts include a photo or video to supply visually pleasing and engaging content to our users.</p>	<p>credit and track engagement overall or by campaign. We also use third party tools such as SocialSocial to monitor and track impressions, engagement and reach – which are all used in our overall assessment for measuring success. FY 2015 ended with 164,483 total followers which resulted in 68,925,000 engagements.</p>			
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 numerous 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. Groups refers to meetings and conventions, incentive travel, weddings, reunions, foreign independent travel (FIT), group tours, loyalty programs, etc. <i>See attached job description.</i></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"> <li>• 63% of first time travelers to Montana come for GNP and Yellowstone</li> <li>• 85% of return travelers are coming back to see the less traveled parts of MT</li> </ul> <p>Key findings from the 2013 U.S. Travel Association study conducted by Oxford Economics: The Role of Business Travel in the U.S. Economic Recovery:</p> <ul style="list-style-type: none"> <li>• Business travel represents a substantial force in the U.S. economy. In 2012, U.S. businesses spent \$225 billion on domestic travel, supporting 3.7 million jobs and generating \$35 billion in taxes.</li> <li>• Businesses have resumed spending on travel after substantial declines in 2008 and 2009.</li> <li>• Detailed statistical modeling over 18 years and 14 industries indicates that for every dollar invested in business travel, U.S. companies have experienced a \$9.50 return in terms of revenue.</li> </ul>	<p>Glacier Country has for several years been developing a collaborative and broad-based approach to group travel; group tours, foreign 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.</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 planners and tour operators takes time</p>	<p>We measure success in this area by monitoring the number of appointments and additional interest 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</p>	\$51,000.00	No	<a href="#">Tourism Sales Manager - May 2016.pdf</a>

				<ul style="list-style-type: none"> <li><a href="http://membercenter.glaciermt.com/wp-content/uploads/2014/04/skift-chinese-traveler.pdf">http://membercenter.glaciermt.com/wp-content/uploads/2014/04/skift-chinese-traveler.pdf</a></li> <li><a href="http://membercenter.glaciermt.com/wp-content/uploads/2014/04/The-Future-of-Meetings-in-Hospitality-%E2%80%93-Skift.pdf">http://membercenter.glaciermt.com/wp-content/uploads/2014/04/The-Future-of-Meetings-in-Hospitality-%E2%80%93-Skift.pdf</a></li> <li><a href="http://membercenter.glaciermt.com/wp-content/uploads/2014/04/The-Future-of-Meetings-in-Hospitality-%E2%80%93-Skift.pdf">http://membercenter.glaciermt.com/wp-content/uploads/2014/04/The-Future-of-Meetings-in-Hospitality-%E2%80%93-Skift.pdf</a></li> <li><a href="http://membercenter.glaciermt.com/wp-content/uploads/2014/04/The-Rise-of-Female-Business-Travelers-%E2%80%93-Skift.pdf">http://membercenter.glaciermt.com/wp-content/uploads/2014/04/The-Rise-of-Female-Business-Travelers-%E2%80%93-Skift.pdf</a></li> <li><a href="http://membercenter.glaciermt.com/wp-content/uploads/2014/04/Understanding-the-Digita...pdf">http://membercenter.glaciermt.com/wp-content/uploads/2014/04/Understanding-the-Digita...pdf</a></li> <li><a href="http://membercenter.glaciermt.com/wp-content/uploads/2014/04/Social-Media-Customer-Se...pdf">http://membercenter.glaciermt.com/wp-content/uploads/2014/04/Social-Media-Customer-Se...pdf</a></li> <li><a href="#">Skift-Report-American-Express-Lifestyle-habits-of-the-247-business-traveler</a></li> <li><a href="#">Taste the Adventure _ Adventure Travel Trade Association</a></li> <li><a href="#">Canadian Travelers in Montana- Traveler Profiles by Purpose of Tr</a></li> </ul>	(domestic is 2-3 years/international is 3-5 years). Our current Tourism Sales Manager has been with us over three years now and the time she spends assisting operators and planners with their itineraries is growing steadily. Montana Office of Tourism and Business Development and Glacier Country have had consistent attendance and strong relations with these markets for many years. We continue to see 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.	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 and Business Development, 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.			
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 foreign independent travel (FIT), meeting and conventions, incentive travel and recently loyalty 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 cooperate with CVB's, other tourism regions and private partners as much as possible.</p> <p>Of 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), U.S. Travel Association's IPW and GoWest Summit, Rocky Mountain International (RMI) Roundup, Smart Meetings West and IMEX. We plan to work in a PR aspect at several of these shows by doing some publicity visits with not only</p>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• According to <i>The Effectiveness of Trade Shows in Global Competition</i>, by Jonida Kellezi, travel trade shows are considered as a vital communication technique especially for those companies that operate in international markets and that aim to reach specific audiences. Making them an integral part of the marketing communication strategy enables companies in developing customer relationships; offering possibilities for sales and sales promotion; undertaking and maintaining good international business relations; monitoring international competition as well as minimizing entry barriers in new markets</li> <li>• <a href="http://membercenter.glaciermt.com/wp-content/uploads/2014/04/skift-chinese-traveler.pdf">http://membercenter.glaciermt.com/wp-content/uploads/2014/04/skift-chinese-traveler.pdf</a></li> <li>• <a href="http://membercenter.glaciermt.com/wp-content/uploads/2014/04/The-Future-of-Meetings-in-Hospitality-%E2%80%93-Skift.pdf">http://membercenter.glaciermt.com/wp-content/uploads/2014/04/The-Future-of-Meetings-in-Hospitality-%E2%80%93-Skift.pdf</a></li> <li>• <a href="http://membercenter.glaciermt.com/wp-content/uploads/2014/04/The-Rise-of-Female-Business-Travelers-%E2%80%93-Skift.pdf">http://membercenter.glaciermt.com/wp-content/uploads/2014/04/The-Rise-of-Female-Business-Travelers-%E2%80%93-Skift.pdf</a></li> <li>• <a href="http://membercenter.glaciermt.com/wp-content/uploads/2014/04/Understanding-the-Digita...pdf">http://membercenter.glaciermt.com/wp-content/uploads/2014/04/Understanding-the-Digita...pdf</a></li> <li>• <a href="#">Skift-Report-American-Express-Lifestyle-habits-of-the-247-business-traveler</a></li> <li>• <a href="#">Skift-cendyn-trend-report-from-data-to-action</a></li> <li>• <a href="#">The Rise of Lifestyle Branding in Travel</a></li> </ul>	With so many travel options in and out of the United States, 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 operators and planners. 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. We are building participation for these markets with more delegates committing to not only	We measure success in this area by monitoring the number of appointments and additional interest 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	\$45,000.00	No	

			<p>media attending the show but some media located in the host city. At these shows, travel guides, market specific collateral, FIT itineraries, maps as well as our Glacier Country Travel Guide and/or show specific one-sheets will be distributed digitally or in print if appropriate.</p>	<ul style="list-style-type: none"> <li>• <b>Changing Demographics – Trends that Drive American Travel 2015</b></li> <li>• <b>Taste the Adventure _ Adventure Travel Trade Association</b></li> </ul>	<p>attending the shows but partnering on booths and other efforts.</p>	<p>are working directly with us on custom itineraries. Montana Office of Tourism and Business Development, 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>			
Group Marketing	Fam Trips	Yes	<p>Glacier Country plans to participate in hosting/co-hosting familiarization tours 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, foreign independent travel (FIT), incentive travel, sports, meeting and conventions and bank loyalty.</p> <p>Each year, in an effort to provide trade media and visiting operators/planners with a firsthand 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>In May 2015, Glacier</p>	<p>According to Adventure Travel and Trade Association, food tourism represents vast opportunity; over one third of global tourism expenditure is on food and beverage products, and tourists are increasingly identifying local food and food experiences as their primary and secondary motivations for choosing specific destinations. ATIA's recent research shows that many adventure operators are already innovating in this industry with their product. Key Findings from this study include:</p> <ul style="list-style-type: none"> <li>• 71 percent of adventure itineraries have an experiential food focus of some kind</li> <li>• For operators offering "high food focus" itineraries, the average reported price per day for such trips was \$472 USO</li> <li>• Cooking classes and visits to wineries, breweries and distilleries were ranked as the top requested activities as reported by tour operators and travel agents.</li> </ul> <p>-----</p> <ul style="list-style-type: none"> <li>• <a href="http://membercenter.glaciermt.com/wp-content/uploads/2014/04/skift-chinese-traveler.pdf">http://membercenter.glaciermt.com/wp-content/uploads/2014/04/skift-chinese-traveler.pdf</a></li> <li>• <a href="http://membercenter.glaciermt.com/wp-content/uploads/2014/04/skift-peak-experiential-traveler-report1.pdf">http://membercenter.glaciermt.com/wp-content/uploads/2014/04/skift-peak-experiential-traveler-report1.pdf</a></li> <li>• <b>The Rise of Lifestyle Branding in Travel</b></li> <li>• <b>The_Case_for_Responsible_Travel_2016_Final</b></li> <li>• <b>Changing Demographics – Trends that Drive American Travel 2015</b></li> <li>• <b>Taste the Adventure _ Adventure Travel Trade Association</b></li> <li>• <b>Future of Tours and Activities Tech and Marketing</b></li> <li>• <b>Winning Content Marketing Strategies for Travel Brands in 2016</b></li> <li>• <b>Search Marketing Strategies for Travel Brands</b></li> <li>• <b>The State of Travel Media 2015</b></li> <li>• <b>How Tech Is Changing the Way Millennials Do Business Travel</b></li> <li>•</li> </ul>	<p>The assistance of an in-region advisory group - formed to develop a strategy to meet the needs of all while balancing the mission and resources of our organization and others - has been of great assistance in FAM trip coordination and facilitation. These tours for group and FIT travel are part of the joint strategy and rationale we all share. Pooling our expertise, time and resources has done nothing but developed a stronger coalition of partners dedicated to this market segment and reaping the diverse and long-term benefits of it.</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, we continue to stress to our partners how important it is we hear when they have signed new or have renewed service contracts. It is also important to know when operators have picked up an itinerary we have pitched and added it to their product catalog or the operators are working directly with any of us on custom itineraries. Montana Office of Tourism and Business Development, Glacier Country and our ever growing group of partners continue to encourage us to</p>	\$25,000.00	Yes	



Group Marketing	Print Advertising	Yes	<p>We have spent a significant amount of time developing a business to business (B2B) strategy this year. Most of this effort consists of social media but we are committed to a mixed media approach using various forms of promotion in conjunction with other tourism partners. This current year we have a full-page in the meeting and convention publication, <i>Meetings Focus</i>. This is part of an overall program we are doing with them that includes our meeting planner FAM, online video, print ad and editorial content featuring Glacier Country both in their publication as well as their cover. We plan to continue to build upon these successful efforts to find an effective and efficient plan to promote our group opportunities.</p>	<p>Print advertising continues to be an important component in a successful marketing campaign. It reinforces the brand by giving the message prominence. It aligns perfectly with reader interests by adding the first layer to the strategy – from broad prospecting for leisure travel to niche targeting for special interests.</p> <ul style="list-style-type: none"> <li>• <a href="http://www.forbes.com/sites/thesba/2012/06/28/print-is-dead-not-so-fast/">http://www.forbes.com/sites/thesba/2012/06/28/print-is-dead-not-so-fast/</a></li> <li>• <a href="http://www.marketingprofs.com/articles/2014/24084/print-marketing-will-thrive-in-2014-and-beyond">http://www.marketingprofs.com/articles/2014/24084/print-marketing-will-thrive-in-2014-and-beyond</a></li> <li>• <a href="http://beasleydirect-blog.com/2013/04/01/why-print-advertising-still-works-in-a-digital-age/">http://beasleydirect-blog.com/2013/04/01/why-print-advertising-still-works-in-a-digital-age/</a></li> <li>• <a href="http://membercenter.glaciermt.com/wp-content/uploads/2014/04/Connect_Magazine_Intimacy_of_Print.pdf">http://membercenter.glaciermt.com/wp-content/uploads/2014/04/Connect_Magazine_Intimacy_of_Print.pdf</a></li> </ul>	<p>Glacier Country's advisory group feels it is a good idea to support our current efforts with a promotion plan. While in the middle of our first effort with print for meetings and conventions, we are hopeful it is productive and will help us develop our future efforts.</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	<p>Glacier Country allocates the entire 20% allowed by statute. We use this to pay all wages, benefits and taxes for three positions: Executive Director, Office Manager, Special Projects Coordinator. We also use this to pay benefits and taxes for our three marketing positions: PR/Communication Manager, Tourism Sales Manager and Marketing Assistant. New last year was the addition of a new position - Marketing Assistant. <i>See Marketing Support – Marketing Personnel line item.</i></p> <p>Administrative funds are also used to pay for all office overhead such as rent, telephone, office equipment and supplies. All travel expenses not directly related to a marketing project are also paid for from this budget. Organizational expenses such as insurance and accounting are included.</p>					\$300,000.00	Yes	
Marketing Support	TAC/Governor's Conference meetings	No	<p>Some destination marketing organizations (DMOs) are required by administrative</p>					\$2,000.00	Yes	

			law of the rules and regulations. This line item allows each organization to have a dedicated pool of funding to cover the travel related expenses of these meetings.						
Marketing Support	Professional Development	No	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, 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. Glacier Country has four marketing professionals who would utilize this budget for professional development. Last year, three staff members attended U.S. Travel Associations Educational Seminars for Tourism Organizations (ESTO). This year, two plan to attend the same conference while the other two will research training that they feel meets their educational needs.		Non for 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.		\$15,000.00	Yes
Marketing Support	DMAI	No	Glacier Country is a member of Destination Marketing Association International (DMAI) and has been working towards becoming certified as a Destination Marketing Organization (DMO). CDME 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		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	Glacier Country plans to continue with the training and organizational accreditation 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. The past two		\$5,000.00	Yes

			marketing efforts.		help elevate the industry and its standards in the state of Montana.	years have been full of change for DMAI. The CDME program has been a part of that. New leadership and staff changes are bringing numerous changes to the it with most that occurring in the last two months. After much consideration, I have decided to wait for the changes and will budget for the final certification, hopefully in FY 2017.				
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 directly funded by the Montana Accommodations Tax 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. The program runs from Memorial Day to Labor Day. Our FY 2017 funding program will provide staffing assistance up to \$4,000/VIC for staffing for qualifying organizations.	VIC Funding: The nine VICs we funded last year assisted 33,100 travelers as compared to the previous year of 31,789 versus the previous year. This is a 14% increase over the previous summer and we had only nine VICs versus ten the prior year.  <ul style="list-style-type: none"> <li><a href="http://scholarworks.umt.edu/cgi/viewcontent.cgi?article=1094&amp;context=itrr_pubs">http://scholarworks.umt.edu/cgi/viewcontent.cgi?article=1094&amp;context=itrr_pubs</a></li> </ul>	We feel this program is very much an outreach program to support our rural tourism community partners, we continue to see enthusiastic appreciation for 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 to continue this program year to year.	Each funded VIC evaluates the year and compares with the two previous years in their completion report due in our office in September. Our VIC committee evaluates the reports and applications.		\$35,500.00	No	1End of Year reporting 14 15.pd
Marketing Support	Superhost	Yes	Glacier Country believes strongly in customer experience training. Friendly hospitality is vital to providing a good overall customer experience and training is not only helpful, but critical. With the focus of the MTOTBD Superhost training changing from adult workforce to high school workforce, we have decided to work with Flathead Valley Community College to develop a program that can be held in communities and	<ul style="list-style-type: none"> <li><a href="http://www.prweb.com/releases/customer/service/prweb10190950.htm">http://www.prweb.com/releases/customer/service/prweb10190950.htm</a></li> <li><a href="http://hbr.org/2010/07/stop-trying-to-delight-your-customers/ar/1">http://hbr.org/2010/07/stop-trying-to-delight-your-customers/ar/1</a></li> <li><a href="http://membercenter.glaciermt.com/wp-content/uploads/2014/04/Skift14Trends2014.pdf">http://membercenter.glaciermt.com/wp-content/uploads/2014/04/Skift14Trends2014.pdf</a></li> </ul>	Customer service training provides valuable tools and skills helping provide positive experiences. In FY 2016, we are funding 10 VICs and hope to provide training in six to eight communities - some of the funding must go to development costs in this first year of the new program. In FY 2017, we plan to increase the number of trainings to over 12 scheduled in our	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.		\$5,000.00	No	

			open to all ages. We value and support the new direction of Superhost but feel there is a strong demand for broad-based community training.		region.				
Marketing Support	Fulfillment/Telemarketing	Yes	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 in a cohesive manner.	<ul style="list-style-type: none"> <li>• Print usage in travel planning has risen close to 50% of American leisure travelers and the use of DMO print visitor guides has risen to just over 20%. While this rise may not signal any longer term trend there is clearly no evidence of a long-term decline in print or DMO guide usage. According to the <i>State of the American Traveler</i>, an independent research report by Miles Partnership, print has consistently shown strength and even slow growth in print usage over the last five years.</li> <li>• Despite 72%+ of Millennials using smartphones in trip planning (vs. only 26% of Baby Boomers) they are just as likely to use print overall, almost as likely as Baby Boomers to order an official print guide and more likely to visit a DMO website. Multimedia—indeed, “Masses of Media”—is critical for reaching and engaging with younger US travelers. <i>State of the American Traveler</i>, Miles Partnership</li> <li>• The importance of live travel counseling continues to be relevant. All generational targets are still using DMO live assistance at a healthy pace. <a href="http://www.milespartnership.com/library/the-state-of-the-american-traveler-july-2014">http://www.milespartnership.com/library/the-state-of-the-american-traveler-july-2014</a><a href="http://www.milespartnership.com/wp-content/uploads/2014/07/State-of-the-American-Traveler-FINAL-Web-version.pdf">http://www.milespartnership.com/wp-content/uploads/2014/07/State-of-the-American-Traveler-FINAL-Web-version.pdf</a> <ul style="list-style-type: none"> <li>o 19.2% of Millennials</li> <li>o 18.4% of Generation x</li> <li>o 22.0% of Baby Boomers</li> </ul> </li> <li>• <a href="http://www.destinationmarketing.org/blog/new-research-reveals-official-visitor-guides-valuable-also-deliver-high-value-visitors">http://www.destinationmarketing.org/blog/new-research-reveals-official-visitor-guides-valuable-also-deliver-high-value-visitors</a></li> <li>• <a href="#">The Rise of Lifestyle Branding in Travel</a></li> </ul>	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, email 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.	Success of this phase of our overall plan is ultimately measured when the tools we provide are utilized and the visitor begins to make reservations for their Western Montana vacation.  In FY 2015, our call center managed just shy of 142,900 telephone, mail, reader service, email, instant message chat and digital inquiries (up 3% over the previous year). Our webpages had over 1,152,000 unique visitors (up 3% over the previous year). We also distributed 150,000 print travel guides and had over 64,000 interactive guide visits. The tablet friendly online travel guide visitation increased 9%.	\$130,000.00	Yes	<a href="#">2014-2015 Call Center-Webpage Report YEAR END.pdf</a>
Marketing Support	Research	Yes	We plan to use several sources of research to aid us to plan and strategize our promotion efforts. We measure and analyze data from our past and current efforts as well as look to professional individuals and organizations such as Montana Institute for Tourism and Recreation Research, Destination Marketing Association International, American	<ul style="list-style-type: none"> <li>• <a href="http://www.wtmc.org/research/">http://www.wtmc.org/research/</a></li> <li>• <a href="http://membercenter.glaciermt.com/wp-content/uploads/2014/04/2014-travelers-road-to-decision_research_studies.pdf">http://membercenter.glaciermt.com/wp-content/uploads/2014/04/2014-travelers-road-to-decision_research_studies.pdf</a></li> <li>• <a href="http://membercenter.glaciermt.com/wp-content/uploads/2014/04/Skift14Trends2014.pdf">http://membercenter.glaciermt.com/wp-content/uploads/2014/04/Skift14Trends2014.pdf</a></li> </ul>	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.	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.	\$11,000.00	Yes	



					internationally. DMOs can mine the database for events matching their product and allow them to view and submit RFPs to host the events.				
Marketing Support	Promotional Items	Yes	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.	<ul style="list-style-type: none"> <li><a href="http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Brand-Awareness-Article.pdf">http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Brand-Awareness-Article.pdf</a></li> <li><a href="http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Customer-Relations-Article.pdf">http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Customer-Relations-Article.pdf</a></li> </ul>	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?	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 Western Montana's Glacier Country – authentic and memorable.		\$5,000.00	No
Marketing Support	Digital Asset Management/Aquisition	Yes	Glacier Country continues to use professional photographers to capture seasonal images allowing us to promote our area visually. The images represent Glacier Country through stunning photography with an emphasis on 'people in place.' Over the years, we have acquired a great deal of professional video footage via value added opportunities with video/film projects we have assisted with.  Our photo acquisition strategy is to either contract for custom images via photo shoot(s) with a professional photographer/videographers where Glacier Country owns the rights to the images or to acquire rights-managed images already obtained by these professionals. When possible we will obtain permanent or long-term unlimited usage rights for images.  We recently transitioned to a new online digital asset management system that is	<ul style="list-style-type: none"> <li><a href="#">How to Harness The Facebook Ecosystem in 2016</a></li> <li><a href="#">Winning Content Marketing Strategies for Travel Brands in 2016</a></li> <li><a href="#">The State of Travel Media 2015</a></li> <li><a href="#">How Tech Is Changing the Way Millennials Do Business Travel</a></li> <li><a href="#">Social Media Customer Service Strategies for Travel Brands 2015</a></li> <li><a href="http://www.emeraldinsight.com/journals.htm?articleid=1937277">http://www.emeraldinsight.com/journals.htm?articleid=1937277</a></li> <li><a href="http://membercenter.glaciermt.com/wp-content/uploads/2014/04/skift-peak-experiential-traveler-report1.pdf">http://membercenter.glaciermt.com/wp-content/uploads/2014/04/skift-peak-experiential-traveler-report1.pdf</a></li> <li><a href="http://membercenter.glaciermt.com/wp-content/uploads/2014/04/The-Rise-of-Destination-...pdf">http://membercenter.glaciermt.com/wp-content/uploads/2014/04/The-Rise-of-Destination-...pdf</a></li> <li><a href="http://membercenter.glaciermt.com/wp-content/uploads/2014/04/Online-Video-Strategies-...pdf">http://membercenter.glaciermt.com/wp-content/uploads/2014/04/Online-Video-Strategies-...pdf</a></li> </ul>	Our new asset management system allows us to catalogue and search with keywords and thumbnail previews. Each asset with its caption information can be delivered in multiple formats so the right file, in the right format, is instantly available for internal and external use. To date, we have approximately 2,300 fresh accessible assets with several hundred more to be uploaded and categorized. The new online photo management tool, Barberstock, is easy to use and has more functional keyword search. While our previous service met our needs, we felt Barberstock more closely met our needs and had a better price point.	New imagery allows us to present a fresh look for the region resulting in long-term cost savings. It is also important for us to continue our effort to be on brand with Montana's overall branding effort using not just good photography but great photography to tell our story.		\$37,000.00	No

			<p>more functional, caters specifically to DMOs and is considerably less expensive. As the number of digital assets and services we employ continue to grow and diversify, our need to have a flexible and multifaceted tool to store, manage photo and video rights and organize these images increasingly becomes more challenging. We require a service that helps our public relations and marketing efforts to organize, store and deliver all our marketing collateral or media assets, such as pictures, logos and videos. It needs to be easy to use, immediately accessible and effective.</p> <p>As we move forward building a robust digital asset library and management system, having all our video formally and professionally catalogued allows us to access our video making it easier for us to create interactive media to help visitors become inspired and orient themselves to Western Montana's Glacier Country. We are currently seeking contract services for video cataloging and production.</p>						
Marketing Support	Marketing/Publicity Personnel	Yes	<p>Glacier Country has a Marketing Assistant whose time is dedicated to supporting all marketing, promotion and sales activities in order to promote the overall mission of Glacier Country. This position is responsible for supporting development and implementation of our marketing projects and programs and maintaining strong relationships with organization, region and industry partners. See attached job description.</p>	<ul style="list-style-type: none"> <li>• Skift-Boxever-How-Americans-Take-Vacation</li> <li>• Skift-Boxever-Psychology-of-Customer-Experience</li> <li>• Skift-cendyn-trend-report-from-data-to-action</li> <li>• The Rise of Lifestyle Branding in Travel</li> <li>• Taking Travel in Hand</li> <li>• Taste the Adventure _ Adventure Travel Trade Association</li> <li>• The Importance of Traveler Spending on Locally Produced Goods and</li> <li>• Deep Dive Into Google Travel</li> <li>• Effective Mobile App Strategies of Consumer Travel Brands</li> <li>• Portrait of the Millennial Traveler 2016</li> <li>• The Future of Hotel Loyalty 2016</li> <li>• The Future of Messaging Technology in the Travel Industry</li> <li>• How to Harness The Facebook Ecosystem in 2016</li> <li>• Winning Content Marketing Strategies for Travel Brands in 2016</li> <li>• The State of Travel Media 2015</li> <li>• How Tech Is Changing the Way Millennials Do Business Travel</li> <li>• Social Media Customer Service Strategies for Travel Brands 2015</li> <li>• Evolution of Online Reputation Management in 2016</li> </ul>	<p>The position reports to the Executive Director/CEO and works closely with the marketing team to allow us to maintain our current projects and programs. Creating a solid support system with qualified and passionate team members allows us to maximize our efforts being more effective and efficient.</p>	<p>We measure success in this area by monitoring efficiency of project implementation and overall workload for all departments. Monthly reporting will compliment the current reports of marketing efforts for consumer, publicity and tourism sales.</p>	\$37,000.00	No	<p><a href="#">Marketing Assistant - May 2016.pdf</a></p>

Marketing Support	outreach	Yes	<p>Education and outreach is extremely important for several reasons. First and foremost, it adds to a business's ability to succeed by staying current with industry trends, challenges, marketing opportunities and knowledge of economic importance to Montana. It is also equally important to provide ongoing programs for individuals and organizations to affordably stay abreast of cutting edge trends to keep them competitive and to increase the effectiveness of their efforts. When we can, we try to provide and support relevant, useful and cost effective workshops and outreach support.</p>	<ul style="list-style-type: none"> <li>• ITRR Non-resident Expenditures 2014</li> <li>• ITRR Non-resident Visitor Summary 2015</li> <li>• GLACIER NATIONAL PARK Visitation Expenditures</li> <li>• A Comparison of Vacationer Spending Segments</li> <li>• The Importance of Traveler Spending on Locally Produced Goods and</li> <li>• <a href="http://www.prweb.com/releases/customer/service/prweb10190950.htm">http://www.prweb.com/releases/customer/service/prweb10190950.htm</a></li> <li>• <a href="http://hbr.org/2010/07/stop-trying-to-delight-your-customers/ar/1">http://hbr.org/2010/07/stop-trying-to-delight-your-customers/ar/1</a></li> <li>• <a href="http://membercenter.glaciermt.com/wp-content/uploads/2014/04/Skift14Trends2014.pdf">http://membercenter.glaciermt.com/wp-content/uploads/2014/04/Skift14Trends2014.pdf</a></li> </ul>	<p>If a small investment in education and outreach efforts assists businesses and the industry at large, it is well worth the time and cost.</p>	<p>Helping businesses succeed and increasing the sense of industry pride and support translates to successful outreach.</p>		\$2,500.00	Yes	
Publicity	Marketing/Publicity Personnel	Yes	<p>Glacier Country has a PR/Communication Manager who develops, manages and monitors our publicity, communication and social media projects and programs. We see great improvement in our publicity and social media efforts each year with strong growth in all areas. We plan to continue our current efforts as outlined while also setting aside some resources allowing us to be flexible and responsive. <i>See attached job description.</i></p>	<ul style="list-style-type: none"> <li>• Skift-Boxever-How-Americans-Take-Vacation</li> <li>• Skift-Boxever-Psychology-of-Customer-Experience</li> <li>• Skift-cendyn-trend-report-from-data-to-action</li> <li>• The Rise of Lifestyle Branding in Travel</li> <li>• Taking Travel in Hand</li> <li>• Taste the Adventure _ Adventure Travel Trade Association</li> <li>• The Importance of Traveler Spending on Locally Produced Goods and</li> <li>• Deep Dive Into Google Travel</li> <li>• Effective Mobile App Strategies of Consumer Travel Brands</li> <li>• Portrait of the Millennial Traveler 2016</li> <li>• The Future of Hotel Loyalty 2016</li> <li>• The Future of Messaging Technology in the Travel Industry</li> <li>• How to Harness The Facebook Ecosystem in 2016</li> <li>• Winning Content Marketing Strategies for Travel Brands in 2016</li> <li>• The State of Travel Media 2015</li> <li>• How Tech Is Changing the Way Millennials Do Business</li> <li>• Social Media Customer Service Strategies for Travel Brands 2015</li> <li>• Evolution of Online Reputation Management in 2016</li> <li>• <a href="http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Public-Relations-Article.pdf">http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Public-Relations-Article.pdf</a></li> <li>• <a href="http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Customer-Relations-Article.pdf">http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Customer-Relations-Article.pdf</a></li> <li>• <a href="http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Demand-Generation-Article.pdf">http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Demand-Generation-Article.pdf</a></li> <li>• <a href="http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Social-Media-Monitoring-Article.pdf">http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Social-Media-Monitoring-Article.pdf</a></li> <li>• <a href="http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Social-Media-Article.pdf">http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Social-Media-Article.pdf</a></li> <li>• <a href="http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Viral-Marketing-Article.pdf">http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Viral-Marketing-Article.pdf</a></li> <li>• <a href="http://membercenter.glaciermt.com/wp-content/uploads/2014/04/Skift14Trends2014.pdf">http://membercenter.glaciermt.com/wp-content/uploads/2014/04/Skift14Trends2014.pdf</a></li> <li>• <a href="http://membercenter.glaciermt.com/wp-content/uploads/2014/04/Skift_Social-Media-Tourism-">http://membercenter.glaciermt.com/wp-content/uploads/2014/04/Skift_Social-Media-Tourism-</a></li> </ul>	<p>Many of our programs work together to support each other. In the example of advertorials, our publicity manager works with our agency of record to provide content that complements the ad placement in a particular magazine. We also field media and consumer requests through our social media channels, specifically facebook, instagram, twitter and LinkedIn.</p>	<p>Ultimately a successful publicity program comes down to earned media, circulation within that media, consistency and quality of voice and tone, strong messaging and strong relationships with media. In FY 2015, Glacier Country had a regular earned media of \$2,243,000 with a circulation of 208,900,000. Our digital influencer media exposure sulted in \$48,500 in earned media with a reach of 11,285,000. All media we report are efforts our organization had direct contact with.</p>		\$58,000.00	No	<p><b>PR-Communication Mgr Description - May 2016.pdf</b></p>

				<p>Symposium-2014.pdf</p> <ul style="list-style-type: none"> <li>• <a href="http://membercenter.glaciermt.com/wp-content/uploads/2014/04/tourismsocialmedia-comm427.pdf">http://membercenter.glaciermt.com/wp-content/uploads/2014/04/tourismsocialmedia-comm427.pdf</a></li> <li>• <a href="http://membercenter.glaciermt.com/wp-content/uploads/2014/04/Social-Media-Customer-Se...pdf">http://membercenter.glaciermt.com/wp-content/uploads/2014/04/Social-Media-Customer-Se...pdf</a></li> <li>• <a href="http://membercenter.glaciermt.com/wp-content/uploads/2014/04/skift-peak-experiential-traveler-report1.pdf">http://membercenter.glaciermt.com/wp-content/uploads/2014/04/skift-peak-experiential-traveler-report1.pdf</a></li> </ul>						
Publicity	PressTrips	Yes	<p>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.</p>	<ul style="list-style-type: none"> <li>• <a href="http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Public-Relations-Article.pdf">http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Public-Relations-Article.pdf</a></li> <li>• <a href="http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Demand-Generation-Article.pdf">http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Demand-Generation-Article.pdf</a></li> <li>• <a href="http://membercenter.glaciermt.com/wp-content/uploads/2014/04/skift-peak-experiential-traveler-report1.pdf">http://membercenter.glaciermt.com/wp-content/uploads/2014/04/skift-peak-experiential-traveler-report1.pdf</a></li> <li>• Skift-Boxever-Psychology-of-Customer-Experience</li> </ul>	<p>Ultimately a successful publicity program comes down to earned media, circulation within that media, consistency and quality of voice and tone, strong messaging and strong relationships with media.</p>	<p>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.</p>		\$60,000.00	No	<p><a href="#">Earned Media Report_FY1415.pdf</a></p>
Publicity	Press Promotions/Media Outreach	Yes	<p>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.</p>	<ul style="list-style-type: none"> <li>• <a href="http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Public-Relations-Article.pdf">http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Public-Relations-Article.pdf</a></li> <li>• <a href="http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Demand-Generation-Article.pdf">http://membercenter.glaciermt.com/wp-content/uploads/2014/04/AMA-Demand-Generation-Article.pdf</a></li> <li>• <a href="http://membercenter.glaciermt.com/wp-content/uploads/2014/04/skift-peak-experiential-traveler-report1.pdf">http://membercenter.glaciermt.com/wp-content/uploads/2014/04/skift-peak-experiential-traveler-report1.pdf</a></li> </ul>	<p>This year, we plan to, again, 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. This past year we hosted three media events – Seattle, Portland, San Francisco and Los Angeles. The media participation at these events was extremely successful and we have built solid media interest in Western Montana from each one.</p>	<p>Ultimately a successful publicity program comes down to earned media, consistency and quality of voice and tone, strong messaging and strong relationships with media. We track our efforts via our earned media report that tracks all editorial exposure by month, event/activity it was attributed to, the earned ad value and circulation.</p>		\$20,000.00	Yes	
Publicity	Crisis Management	Yes	<p>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</p>	<p>Good crisis communication planning may be one of the best investments you ever make. No other activity in the initial hours, days and weeks of a crisis has the potential to mitigate its effects so significantly. It helps limit the negative impact of a crisis by addressing the information needs of all industry stakeholders in an efficient, timely and responsible manner. <i>DESTINATION</i></p>	<p>Being prepared for harmful situations is imperative. It is important to map out potential negative scenarios and have a PR plan for each one. We have an identified crisis</p>	<p>If having an actionable strategy can help mitigate the negative overall travel experience of a visitor then we</p>		\$1,000.00	No	

			that can be implemented if and when necessary.	<p>MANAGEMENT DURING A CRISIS, Jim McCaul (October 15, 2014)</p> <ul style="list-style-type: none"> <li>• Destination Management During a Crisis _ DMAI</li> <li>• <a href="http://www.mmipublicrelations.com/white/paper/crisis-management-a-white-paper/">http://www.mmipublicrelations.com/white/paper/crisis-management-a-white-paper/</a></li> </ul>	management team and plan that can handle these situations.	have been successful.				
Publicity	Fam Trips	Yes	<p>Glacier Country plans to participate in hosting/co-hosting familiarization tours 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, foreign independent travel (FIT), incentive travel, sports, meeting and conventions and bank loyalty.</p> <p>Each year, in an effort to provide trade media and visiting operators/planners with a firsthand 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>According to Adventure Travel and Trade Association, food tourism represents vast opportunity; over one third of global tourism expenditure is on food and beverage products, and tourists are increasingly identifying local food and food experiences as their primary and secondary motivations for choosing specific destinations. ATIA's recent research shows that many adventure operators are already innovating in this industry with their product. Key Findings from this study include:</p> <ul style="list-style-type: none"> <li>• 71 percent of adventure itineraries have an experiential food focus of some kind</li> <li>• For operators offering "high food focus" itineraries, the average reported price per day for such trips was \$472 USO</li> <li>• Cooking classes and visits to wineries, breweries and distilleries were ranked as the top requested activities as reported by tour operators and travel agents.</li> </ul> <p>-----</p> <ul style="list-style-type: none"> <li>• <a href="http://membercenter.glaciermt.com/wp-content/uploads/2014/04/skift-chinese-traveler.pdf">http://membercenter.glaciermt.com/wp-content/uploads/2014/04/skift-chinese-traveler.pdf</a></li> <li>• <a href="http://membercenter.glaciermt.com/wp-content/uploads/2014/04/skift-peak-experiential-traveler-report1.pdf">http://membercenter.glaciermt.com/wp-content/uploads/2014/04/skift-peak-experiential-traveler-report1.pdf</a></li> <li>• The Rise of Lifestyle Branding in Travel</li> <li>• The_Case_for_Responsible_Travel_2016_Final</li> <li>• Changing Demographics – Trends that Drive American Travel 2015</li> <li>• Taste the Adventure _ Adventure Travel Trade Association</li> <li>• Future of Tours and Activities Tech and Marketing</li> <li>• Winning Content Marketing Strategies for Travel Brands in 2016</li> <li>• Search Marketing Strategies for Travel Brands</li> <li>• The State of Travel Media 2015</li> <li>• How Tech Is Changing the Way Millennials Do Business Travel</li> <li>•</li> </ul>	<p>The assistance of an in-region advisory group - formed to develop a strategy to meet the needs of all while balancing the mission and resources of our organization and others - has been of great assistance in FAM trip coordination and facilitation. These tours for group and FIT travel are part of the joint strategy and rationale we all share. Pooling our expertise, time and resources has done nothing but developed a stronger coalition of partners dedicated to this market segment and reaping the diverse and long-term benefits of it.</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, we continue to stress to our partners how important it is we hear when they have signed new or have renewed service contracts. It is also important to know when operators have picked up an itinerary we have pitched and added it to their product catalog or the operators are working directly with any of us on custom itineraries. Montana Office of Tourism and Business Development, 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>	\$2,000.00	No		
									\$1,650,000.00	

**Marketing Method Budget**

Marketing Segment	Marketing Method	Bed tax funded budget	Non bed tax funded budget
Consumer	Print Advertising	\$31,000.00	\$0.0
Consumer	Online/Digital Advertising	\$191,000.00	\$0.0
Consumer	Electronic Adv - Newsletter, E-blast	\$35,000.00	\$0.0
Consumer	Travel/Trade Shows	\$5,000.00	\$0.0
Consumer	Webpage Marketing/SEO/SEM	\$80,000.00	\$0.0
Consumer	Sweepstakes	\$15,000.00	\$3,000.0
Consumer	Ad Agency Services	\$110,000.00	\$0.0
Consumer	Website/Internet Development/Updates	\$85,000.00	\$0.0
Consumer	Joint Ventures	\$50,000.00	\$0.0
Consumer	Social Media	\$30,000.00	\$0.0
Consumer	Multi-Media Marketing	\$150,000.00	\$0.0
Consumer	Opportunity Marketing	\$5,000.00	\$0.0
		<b>\$787,000.00</b>	<b>\$3,000.0</b>
Group Marketing	Group Marketing Personnel	\$51,000.00	\$0.0
Group Marketing	Travel/Trade Shows	\$45,000.00	\$0.0
Group Marketing	Fam Trips	\$25,000.00	\$0.0
Group Marketing	Online/Digital Advertising	\$5,000.00	\$0.0
Group Marketing	Print Advertising	\$5,000.00	\$0.0
		<b>\$131,000.00</b>	<b>\$0.0</b>
Marketing Support	Administration	\$300,000.00	\$50,000.0
Marketing Support	TAC/Governor's Conference meetings	\$2,000.00	\$100.0
Marketing Support	Professional Development	\$15,000.00	\$200.0
Marketing Support	DMAI	\$5,000.00	\$200.0
Marketing Support	VIC Funding/Staffing/Signage	\$35,500.00	\$0.0
Marketing Support	Superhost	\$5,000.00	\$0.0
Marketing Support	outreach	\$2,500.00	\$1,500.0
Marketing Support	Fulfillment/Telemarketing	\$130,000.00	\$0.0
Marketing Support	Research	\$11,000.00	\$3,000.0
Marketing Support	Printed Material	\$1,000.00	\$0.0
Marketing Support	Partner Support	\$5,000.00	\$0.0
Marketing Support	Digital Asset Management/Aquisition	\$37,000.00	\$0.0
Marketing Support	Promotional Items	\$5,000.00	\$0.0
Marketing Support	Marketing/Publicity Personnel	\$37,000.00	\$0.0
		<b>\$591,000.00</b>	<b>\$55,000.0</b>
Publicity	Marketing/Publicity Personnel	\$58,000.00	\$0.0
Publicity	PressTrips	\$60,000.00	\$0.0
Publicity	Press Promotions/Media Outreach	\$20,000.00	\$500.0
Publicity	Crisis Managment	\$1,000.00	\$0.0
Publicity	Fam Trips	\$2,000.00	\$0.0
		<b>\$141,000.00</b>	<b>\$500.0</b>
		<b>\$1,650,000.00</b>	<b>\$58,500.0</b>

**Miscellaneous Attachments**

File Name	Description	File Size
<a href="#">16-GCT-0112 FY17 Mktg Plan - Full.pdf (9.7 MB)</a>	Glacier Country FY 2017 Marketing Plan Narrative, Budget and Pie Chart	9.7 MB
<a href="#">GC Ski Area Skier Visits for 2011 - 2015.pdf (26 KB)</a>	Glacier Country Skier Visits 2011 - 2015	26 KB
<a href="#">Glacier NP Visits for 2011 - 2015.pdf (16 KB)</a>	Glacier National Park Visitation 2011 - 2015	16 KB
<a href="#">ITRR Non-resident Expenditures 2014.pdf (133 KB)</a>	ITRR No-resident Visitor Expenditures 2014	133 KB
<a href="#">ITRR Non-resident Visitor Summary 2015.pdf (48 KB)</a>	ITRR Non-resident Visitor Summary 2015	48 KB

**Reg/CVB Required Documents**

File Name	Description	File Size
<a href="#">2016 3 8 Board Meeting Minutes.pdf (59 KB)</a>	Board of Director Meeting Minutes - Approval of proposed marketing plan and budget.	59 KB
<a href="#">Required documents FY17a.pdf (32 KB)</a>	Required documents	32 KB

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