



FY 2014 Marketing Plan

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

Purpose

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

Identity of the Area (Strengths and Challenges)

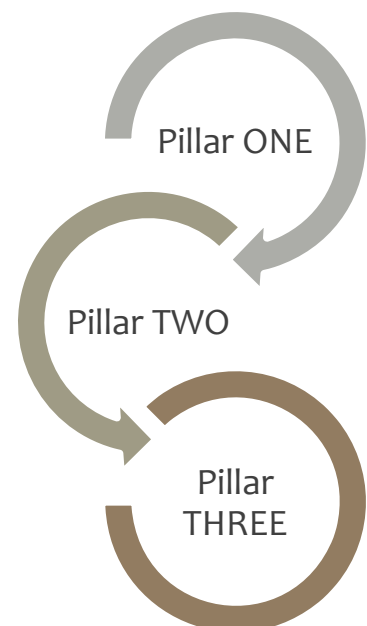
As a travel destination, Glacier Country enjoys many distinct strengths including:

Spectacular Unspoiled Nature – For natural beauty, Glacier Country offers unique natural history and geological features such as Glacier National Park, the remains of Glacial Lake Missoula and ice age floods, numerous lakes and rivers, abundant wildlife, birding, the National Bison Range, spectacular mountain ranges, wilderness areas, national and state forests and state parks.

Charming Small Towns and Communities that Serve as Gateways to Natural Wonders and Western Montana's Culture and Heritage –

There are many historic sites, art galleries, museums, resident artisans, theaters and two American Indian reservations. Glacier Country shares an international border with Canada. It also has numerous points on the route of the Lewis and Clark journey and David Thompson's journey (a Canadian explorer whose maps Lewis and Clark used when they left St. Louis). The historic "red buses" in Glacier National Park and the numerous historic settlement sites throughout Western Montana are among the many points of interest in Glacier Country. Building off of the success of Glacier National Park's Centennial in 2010, we will celebrate various significant anniversary events throughout the region.

Relaxing Hospitality at Night – Glacier Country has abundant lodging and camping opportunities to house visitors year round. Other facilities include convention space, restaurants, entertainment, Flathead Valley Community College, the University of Montana, Salish Kootenai College, Blackfoot Community College and visitor information centers. We anticipate some new properties opening up in Glacier Country during the next 18 months as well as renovations of existing properties. Many of these



properties are affiliates of national chains and offer strong brand awareness, special travel incentive programs and excellent meeting facilities. Locally owned properties provide a variety of unique lodging experiences distinct to Western Montana.

Breathtaking Experiences by Day – Glacier Country offers a full range of outdoor activities from extreme to soft including, but not limited to: boat trips, camping, cycling, hiking, horseback riding, fishing, golfing, motor cross, mountain biking, water sports, rafting, skiing and snowmobiling.

Partnerships – Glacier Country benefits from a culture of collaboration among its many partners including the arts, agriculture, tribal entities and natural resource sectors.

Signature Events – Supporting our communities well known events such as Montana Dragon Boat Festival, Huckleberry Festival, North American Indian Days, Bitterroot Scottish Irish Festival, Missoula Marathon, Rendezvous Days, Tamarack Festival, Flathead Cherry Festival, Winter Carnival and Spartan Race.

Glacier Country's also faces some challenges which include:

Gas Prices and Economy – Tourism businesses continue to be concerned. The price of fuel and economic downward turn may keep visitors away or impact budgets for travel thus shifting how they spend their vacation dollars.

Airline Challenges – Glacier Country has experienced an increase in the price of airline tickets and fluctuation in capacity. We also experience challenges in additional airline fees for various services creating difficulties for the visitor. We are seeking additional airlines and flights from key markets coming into the area as well as maintaining current level of availability.

Glacier National Park Infrastructure Issues – Going-to-the-Sun Road repairs and reconstruction, late openings, limited parking and unpredictable weather events result in seasonal infrastructure impacts. In addition, reconstruction work on the Going-to-the-Sun Road continues and while a new public transportation program is in place, this may lead to some delays for vacationers driving across Logan Pass. Public relations and outreach will be key factors for keeping the public informed about year-round services and activities in Glacier National Park that don't rely on the Going-to-the-Sun Road. Pending budget cuts increase the likelihood of decreased visitor services.

Melting Glaciers in the Spotlight – The greenhouse effects on the melting Glaciers in Glacier National Park continue to come under the spotlight as environmental conservation agencies petition to have Glacier National Park and Waterton National Park declared an endangered World Heritage site. This coverage may give travelers the impression that there is nothing left to see in Glacier National Park. We hope to

change the perception that instead of visiting Glacier National Park to “see the glaciers” they are visiting to “see the beautiful landscape” that was carved by glaciers.

Perception that Glacier National Park is Closed During the Winter – We are working through public relations, newsletters, travel guide, social media, website and call center outreach to aggressively promote the fact that Glacier National Park is a year-round destination.

Perceived Remote Location – One of Glacier Country’s greatest assets is its “get away from it all” location, but the perception of our location as remote is also one of its liabilities. Urban visitors perceive wide open spaces, wildlife, driving distances and basic services (such as medical, emergency and technology) as limited or intimidating.

Resident Concerns – Because of high traffic months, some Glacier Country residents in certain areas are concerned about the impact of tourism. However, tourism is embraced in most areas of Glacier Country.

Crisis Preparation and Education – It is important to have a crisis plan in place and be prepared. It is impossible to predict where a crisis will occur, how great an impact it will have on tourism or how much of the Glacier Country marketing budget it will consume. For example, a fire that closes Going-to-the-Sun Road for even a day is far more damaging to tourism than one that burns deep in the Cabinet Wilderness. Glacier Country has been preparing for such crises by working with Montana Office of Tourism, U.S. Forest Service, National Park Service, Department of Natural Resource Conservation, Bureau of Land Management and other regions and CVBs as well as the Governor’s Office to create a crisis communication plan of action. Concerns over the melting glaciers in Glacier National Park and potential for flooding and forest fires could escalate into a media crisis, so it is important to annually review our crisis plans and be prepared to implement them.

Weather – Unpredictable weather nationwide, wildfires and snow levels in the winter could have repercussions on the year-long travel season.

International Issues – The tighter security at the Montana/Canadian border, as well as situations overseas, impact the international tourist’s desire to travel. Currency fluctuations (actual or perceived), documentation requirements and security guidelines create uncertainty and increase competition of international destinations.

Public Transportation – Although we have key points of transportation within our larger communities, much of our region has limited means of public transportation between cities and to area attractions.

Technology – Evolution of technology available to audience (including social media) has added a complexity to marketing strategies.

Target Demographics

Primary

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

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



Secondary

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

Geographic Markets

Primary: California, Washington, Illinois, Colorado, Oregon, Texas, Minnesota and Alberta.

Regional Drive Market: 600 miles radius of Glacier Country.

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

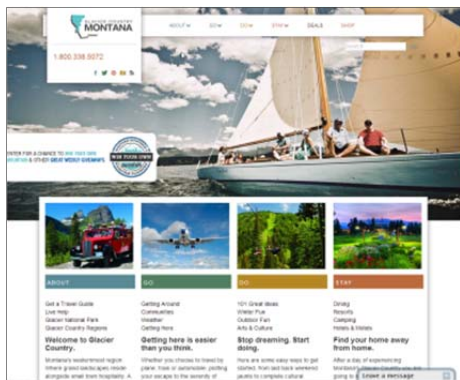
Plan and Strategy

Advertising and Publications

Glacier Country's creative will include elements of Montana drawing upon once in a lifetime experiences, real stories/real places bold and simple, hero shots.

Print Advertising: Glacier Country will use both formatted and display ads to generate response. Ads will call the reader to action and prominently feature the website, social media sites and toll free number.

Internet: Using the Internet to promote recreation and travel is a natural fit, according to US Travel Association, more than 86% of all Internet users in 2010 consulted travel planning resources. Glacier Country will use the Internet to target a national and international audience. We plan to build upon the success of our Winter Warrior campaign, an effort that encouraged people to share their experiences and sign up to win giveaways and vacation experiences.



Website: Glacier Country will use the Internet and print advertising to drive potential visitors to the Glacier Country website which not only provides detailed information and links to partner websites but also represents all 73 of our communities and the travel related businesses and services in and around them. The primary and mobile websites are a planning resource for visitors to plan a vacation in the area as well as for visitors already en route. The travel guide is featured interactively on the website. We will continue to track and evaluate using unique URL pages. These

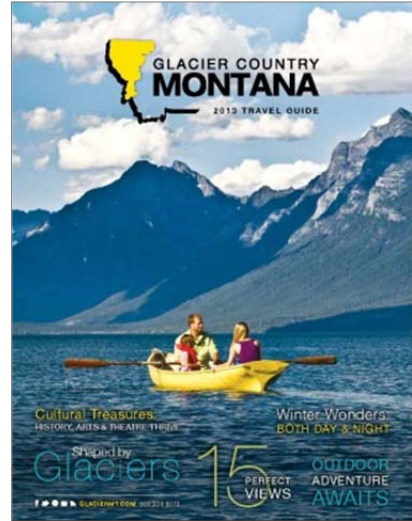
[1,033,000 unique visitors in FY 2012]

pages will look identical to the main site but are coded so we are able to measure where the site visit was generated. We continue to encourage the visitor to plan and book their vacation. Our existing vacation deals page and coupons page continue to be two of the most highly visited pages on our site.

E-Direct Mail: Glacier Country will promote Western Montana using e-direct mail. Recipients could include the existing Glacier Country database and lists purchased from activity and lifestyle based publications as well as database sources in targeted geographic markets. These tools encourage potential visitors to plan and book a trip and eventually return many times over.

Collateral: The 2014 Glacier Country Travel Guide will be used as a marketing strategy and will be produced with private funds. The travel guide will continue to be distributed free of charge and contain planning information for potential visitors. We strive to provide representation for all 73 of our communities by providing up to a 100 word description and options for additional local travel information thus encouraging travelers to stop and explore our charming small towns. Our calendar of events highlights annual community activities.

160,000 print guides and over 86,000 online interactive guide views in FY 2012.



Response Drivers: All materials will drive response to Glacier Country's 800 number, website, social media icons, call center and post office box in Missoula. All responses will be tracked by codes and specific URLs.

State & Private Co-ops: We will cooperate with Montana Office of Tourism and other regions, TBIDs and CVBs to take advantage of quantity page rates whenever possible.

FY 2013 Co-ops:
 Publicity
The Bachelor
Backpacker
 Brand USA
 Warren Miller Entertainment
 Crown of the Continent MapGuide
National Geographic Traveler
 Group Tour Shows with MTOT

Social Media: We will actively market Glacier Country using social media tools such as twitter, facebook, instagram, pinterest and blog. Just in the last year we have seen 12% of our webpage traffic being generated from our social media efforts. We monitor popular Montana hashtags and have our own specific to Glacier Country (#glaciermt) and encourage media to use them as well.



A few partner views on group tour impact:

"Many come to the area with a group tour, and then return for a longer more intimate visit to the region with friends and family."

CJ Getty, Red Lion Kalispell

"GPI supports Glacier Country's tactics as it relates to the group tour market."

Marc Ducharme, Glacier Park International

Travel Shows: Glacier Country may attend or will support partners at specific shows such as US Travel Association (USTA) Pow Wow and Go West, National Tour Association (NTA), American Bus Association (ABA), Rocky Mountain International (RMI), Bank Travel Conference and meeting trade shows whenever possible. In addition, whenever possible, we will attend regional travel shows to help promote the value of Glacier Country and tourism in the region.

Publicity/Promotion: Glacier Country will continue the successful campaign of targeting and hosting travel writers, bloggers, TV and radio producers and encourage them to produce editorial coverage about the region's activities and attributes over all four seasons. In our public relations budget, funds are being set aside for crisis management.

In FY 2012, our program had a circulation of 297,000,591 and \$1,492,777 in earned ad value.

Visitor Information Center Staffing: The VIC staffing assistance program's intention is to aid smaller chambers that are not funded by the Montana Lodging Facility Use Tax, and are in need of financial support in order to staff their visitor center properly from Memorial Day to Labor Day.

FY 2012 VIC Programs Funded:

Bigfork Area Chamber of Commerce
Bitterroot Valley Chamber of Commerce
Blackfeet Tribe
Columbia Falls Chamber of Commerce
Cut Bank Area Chamber of Commerce
Friends of the Savenac
Lost Trail VIC
Seeley Lake Area Chamber of Commerce

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)
 - 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 amenities, cultural, tribal history, historical aspects, natural resources, tourism attractions and 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 Whitefish CVB, chambers of commerce, TBIDs, Glacier-Waterton Visitors Association, Crown of the Continent Geotourism Council, Montana Office of Tourism, Montana Film Office, tribal partners, other tourism regions, neighboring states provinces and art organizations as well as other organizations or private businesses that share mutual goals and objectives.
- Provide supportive public education about Glacier National Park issues by cooperating with all tourism partners including, Glacier National Park, Montana tourism regions, Montana Office of Tourism, convention and visitors bureaus, TBIDs and chambers of commerce, as well as local, regional, national and international media.
- Continue targeted visitor appeals in Glacier Country's marketing strategy, specifically relating to the Montana Tourism Recreation Strategic Plan.
- Incorporate Montana Office of Tourism'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 2013
- Increase electronic response by 2% over 2013
- Increase use of primary and mobile website by 2% over 2013
- Increase our consumer database by 2% over 2013
- Increase our travel/trade show database by 3% over 2013
- Media stories to increase by 1% over 2013
- Fund chamber/visitor information centers at up to \$3,500 per project from Memorial Day to Labor Day 2014 to better inform and encourage visitors to stay longer in Glacier Country
- Increase consumer and group suggested itineraries by 2

Montana Strategic Plan

The Marketing Plan supports the Montana Tourism and Recreation Strategic Plan 2013 - 2017.



**GLACIER COUNTRY
MONTANA**
FY 2014 Projected Budget
as presented June 2013

Item	2013-2014
Marketing Support	\$ 273,600
(F) Administration (20% of Projected)	\$ 221,600
(F) TAC/Governor's Conference/Partners Meetings	\$ 2,000
(F) DMO Certification/Accreditation	\$ 3,000
(F) Photo Acquisition and Library	\$ 47,000
Outreach	\$ 40,500
(F) SuperHost	\$ 5,000
(F) Visitor Information Center (VIC) Funding	\$ 35,500
Fulfillment (Visitor Assistance)	\$ 206,800
(F) Telemarketing/Toll Free Number	\$ 6,000
(F) Call Center Retainer	\$ 100,500
(F) Telemarketing and Postage	\$ 29,000
(F) LiveHelper	\$ 5,300
(F) Certified Folder	\$ 13,000
(F) Airport Signage	\$ 6,000
(F) Internet Development	\$ 47,000
Consumer Advertising	\$ 414,000
(F) Strategic Planning	\$ 78,300
(F) Travel Guide Advertising	\$ 7,500
(F) eNewsletters and eBlasts	\$ 20,000
(P) & (F) Print and Online Advertising (\$199,500 Media/\$500 Misc. Postage)	\$ 200,000
(F) Webpage Marketing	\$ 40,000
(P) Opportunity	\$ 28,200
(P) Joint Ventures	\$ 40,000
Publicity	\$ 89,100
(F) PR/Communication Personnel	\$ 49,000
(F) & (P) Press Trips (\$2,500 Reactive/\$23,000 Proactive)	\$ 30,500
(F) Crisis Management	\$ 500
(F) PR Support - Cision	\$ 9,100
Group Marketing	\$ 104,000
(F) Group Marketing Personnel	\$ 38,000
(F) Group Marketing (eMINT, Video)	\$ 13,000
(P) Group Marketing (Meeting Planner FAM)	\$ 17,500
(F) Travel & Trade Show Participation, PR & Mailings	\$ 35,500
Film Support	\$ 20,000
(P) Film Office Support	\$ 20,000
Total	\$ 1,148,000

MTOT Projections @ 100%	\$ 1,100,000
Uncommitted Funds @ Audit (Under budget line items)	\$ 20,000
Rollover @ MTOT (Unanticipated Revenue)	\$ 8,000
FY 2013 Projects Moved to FY 2014	\$ 20,000
Total Projected Budget FY 2013/2014	\$ 1,148,000

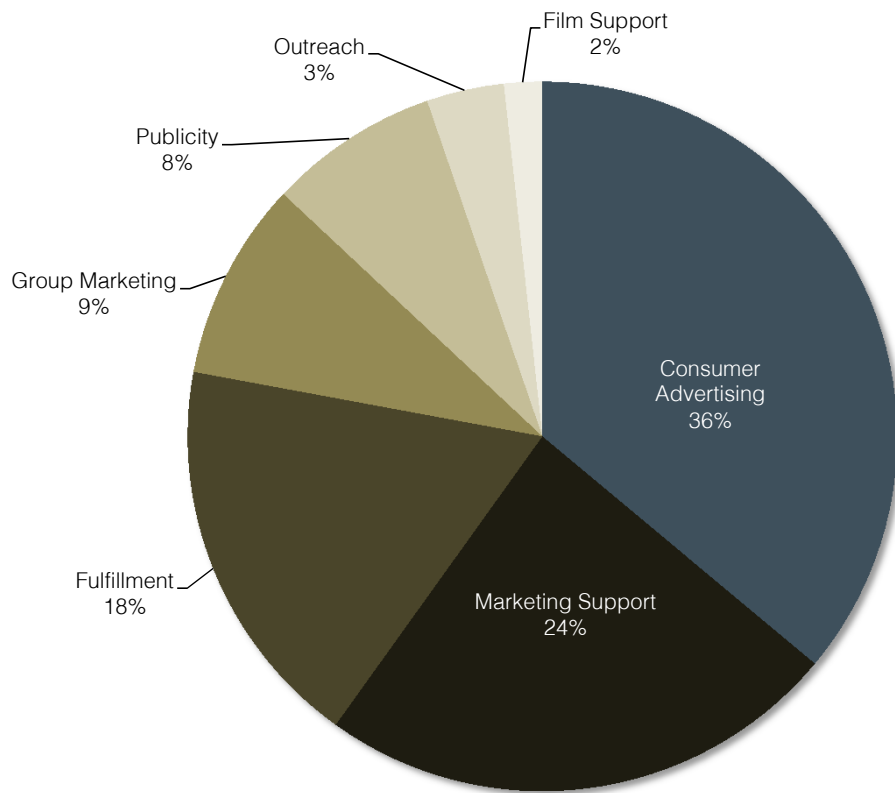
Please identify projects and amounts you would eliminate or reduce if revenue decreases by 10%.

Glacier Country would reduce consumer marketing, opportunity and joint venture funds accordingly.

If you choose to reserve funds for future years, please identify purpose, anticipated project budget and amount of funds to be reserved this year.

We do not plan to reserve funds for future projects at this time.

FY 2014 Budget Overview



Please explain the need for this project as well as a clear overview of the concept of the project. Narrative must provide enough details that those reviewing the application can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.

Glacier Country is a member of Destination Marketing Association International and has been working towards becoming certified as a Destination Marketing Association (DMA) through the Destination Marketing Accreditation Program. Glacier Country's Executive Director has also been working towards becoming a Certified Destination Marketing Executive (CDME). This professional development and accreditation will enhance Glacier Country's ability to market Western Montana to groups who only consider accredited DMO's when planning events. It will also keep Glacier Country abreast of cutting edge tourism marketing trends to keep us competitive and to increase the effectiveness of the our marketing efforts.

We are in the final year of the CDME training and will then embark on the accreditation process in the next budget year.

OBJECTIVES:

Include the objectives from the narrative portion of your marketing plan that support this project.

- Increase overall consumer response by 2% over 2013
- Increase electronic response by 2% over 2013
- Increase use of primary and mobile website by 2% over 2013
- Increase our consumer database by 2% over 2013
- Increase our travel/trade show database by 3% over 2013
- Media stories to increase by 1% over 2013

Refer to the portions of your marketing plan, which support this project.

- 1) Raise awareness of Glacier Country as a recognized tourism destination in identified markets and audiences.
- 2) Increase visitation among resident, non-resident, domestic and international travelers. This includes:
 - a. Attracting new travelers
 - b. Encouraging current travelers to visit more often
 - c. Encouraging current travelers to stay longer
 - d. Soliciting meetings and conventions
 - e. Soliciting packaged travel markets (group tours)
 - f. Positioning ourselves as a resource for information
- 3) Increase visitation year-round (especially shoulder and winter seasons).
- 4) Continue to identify inquiries to convert them to visitors by capturing names for database marketing.
- 5) Raise awareness and understanding of Glacier Country Regional Tourism Commission within the region through positive publicity and community outreach.
- 6) Cooperate with other tourism organizations such as Discover Kalispell, Destination Missoula and Whitefish CVB, chambers of commerce, TBIDs, Glacier-Waterton Visitors Association, Crown of the Continent Geotourism Council, Montana Office of Tourism, Montana Film Office, tribal partners, other tourism regions, neighboring states provinces and art organizations as well as other organizations or private businesses that share mutual goals and objectives.
- 7) Continue targeted visitor appeals in Glacier Country's marketing strategy, specifically relating to the Montana Tourism Recreation Strategic Plan.
- 8) Encourage visitors to share their experience through emerging technologies and tools such as social media.

How does this project support the Strategic Plan?

The Marketing Plan supports the Montana Tourism and Recreation Strategic Plan 2013 - 2017.

DETAIL PAGES ATTACHED: YES

DMAI CDME Certification Accreditation

	PROJECT TASKS	PUBLIC (\$)	OTHER (\$)	TOTAL (\$)
PROFESSIONAL SERVICES		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
	Subtotal	\$0.00	\$0.00	\$0.00

MARKETING/ ADVERTISING		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
	Subtotal	\$0.00	\$0.00	\$0.00

TRAVEL	Transportation	\$600.00	\$0.00	\$600.00
	Lodging	\$1,000.00	\$0.00	\$1,000.00
	Meals	\$250.00	\$0.00	\$250.00
	Misc.	\$50.00	\$0.00	\$50.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
Subtotal	\$1,900.00	\$0.00	\$1,900.00	

OTHER COST	DMAI Membership	\$1,100.00	\$0.00	\$1,100.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
	Subtotal	\$1,100.00	\$0.00	\$1,100.00

Subtotals	\$3,000.00	\$0.00	\$3,000.00
Total	\$3,000.00	\$0.00	\$3,000.00

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Photo Acquisition (FINAL): Glacier Country continues to use professional photographers to capture seasonal images that allow us to promote our area visually. The images allow us to represent Glacier Country with stunning photography with an emphasis on 'people in place'. Images are used for many Glacier Country projects; travel guide, the website, print ads, direct and e-direct mail pieces to name a few.

New imagery allows us to present a fresh look for the region resulting in long-term cost savings. This project budget includes funding for one or more photo shoots and/or ability to acquire rights managed images already obtained by photographers. When possible we will obtain permanent unlimited usage rights for images.

Photo Library (FINAL): Glacier Country has invested a great deal of money in our photo library over the years. As the services we employ continue to grow and diversify, our need to find a flexible and multi-faceted tool to store, manage photo rights and organize these images increasingly becomes more difficult. We make our library of images readily available to our partners and members. The online photo management tool, CleanPix, meets all these needs and more. The service 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 works immediately and easily. With CleanPix, all marketing assets are easily catalogued and searched with keywords and thumbnail previews. Each asset with its caption information is delivered in multiple formats so that the right file, in the right format, is instantly available for internal and external use. To date, we have just shy of 3000 accessible assets with several hundred more to be uploaded and categorized.

OBJECTIVES:

Include the objectives from the narrative portion of your marketing plan that support this project.

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- Media stories to increase by 1% over 2013

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Budget page must be attached for approval.



- 9) Continue targeted visitor appeals in Glacier Country's marketing strategy, specifically relating to the Montana Tourism Recreation Strategic Plan.
- 10) Incorporate Montana Office of Tourism's branding initiative into our various marketing projects
- 11) Encourage visitors to share their experience through emerging technologies and tools such as social media.

How does this project support the Strategic Plan?

The Marketing Plan supports the Montana Tourism and Recreation Strategic Plan 2013 - 2017.

DETAIL PAGES ATTACHED: YES

Photo Acquisition and Library

	PROJECT TASKS	PUBLIC (\$)	OTHER (\$)	TOTAL (\$)
PROFESSIONAL SERVICES	Production/Photo Rights (F)	\$19,000.00	\$0.00	\$19,000.00
	CleanPix Account Services (F)	\$23,000.00	\$0.00	\$23,000.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
	Subtotal	\$42,000.00	\$0.00	\$42,000.00

MARKETING/ ADVERTISING		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
	Subtotal	\$0.00	\$0.00	\$0.00

TRAVEL	Photo shoot Travel and Misc. Expenses (F)	\$5,000.00	\$0.00	\$5,000.00
	(Transportation, lodging, meals and misc. expenses for a professional photographer and creative art direction as allowed by TAC)	\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
	Subtotal	\$5,000.00	\$0.00	\$5,000.00

OTHER COST		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
	Subtotal	\$0.00	\$0.00	\$0.00

Subtotals	\$47,000.00	\$0.00	\$47,000.00
Total	\$47,000.00	\$0.00	\$47,000.00

Please explain the need for this project as well as a clear overview of the concept of the project. Narrative must provide enough details that those reviewing the application can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.

Glacier Country started its Visitor Information Center (VIC) Staffing and Distribution Assistance Program in FY 1994. It has been a successful program and continues to benefit our region.

The program was designed to aid smaller chambers or organizations that are not funded by the Montana Accommodations Tax and Montana Office of Tourism and are in need of financial support in order to staff their visitor center properly and/or find it impossible to fulfill the increase in inquiries received for information on their area from Memorial Day to Labor Day.

An application process to assure eligibility must be submitted and approved by Glacier Country. At the conclusion of the warm season, a completion report is required. This report enables the chamber to evaluate the visitor's point of origin, destination and length of stay in Montana, as well as entice them to extend their visit in the area with things to do and see. The report allows Glacier Country to make the same evaluation which will help in planning our future ad campaigns.

We have each VIC evaluate the year and compare with the two previous years in their completion report due in our office in September. Our VIC committee evaluates the reports and applications in deciding first of all who got their reports in on time, so that the Glacier Country office get their completion report done and into Montana Office of Tourism; then how many visitors they had, any complications, i.e. fires, flooding, early or late snows not allowing them to open, etc. Glacier Country has always awarded each eligible VIC with the same amount of money as any other applying that particular year unless one determines their need is less and thus requests less. If there have been some irregularities, then payment schedule is determined prior to awarding the VIC its money. The nine VICs we funded last year assisted 24,600 people as they traveled through the region. This is a 13% increase over the previous summer.

We are requesting funding (up to \$3500/VIC for staffing and up to \$500/organization for postage assistance) for qualifying organizations from the following: Bigfork Area Chamber of Commerce, Bitterroot Valley Chamber of Commerce, Lost Trail VIC, Blackfeet Tribe, Browning Area Chamber of Commerce, Columbia Falls Chamber of Commerce, Cut Bank Area Chamber of Commerce, East Glacier Chamber of Commerce, Eureka Area Chamber of Commerce, Friends of Savenac, Hot Springs District Chamber of Commerce, Lakeside/Somers Chamber of Commerce, Libby Area Chamber of Commerce, Mineral County Chamber of Commerce, Plains/Paradise Chamber of Commerce, Polson Chamber of Commerce, Ronan Area Chamber of Commerce, St. Regis Visitor Information Center, Seeley Lake Chamber of Commerce, Swan Lake/Swan Valley Chamber of Commerce, Thompson Falls Chamber of Commerce, Troy Chamber of Commerce.

OBJECTIVES:

Include the objectives from the narrative portion of your marketing plan that support this project.

- Fund chamber/visitor information centers at up to \$3,500 per project from Memorial Day to Labor Day 2014 to better inform and encourage visitors to stay longer in Glacier Country

Refer to the portions of your marketing plan, which support this project.

- 1) Raise awareness of Glacier Country as a recognized tourism destination in identified markets and audiences.
- 2) Increase visitation among resident, non-resident, domestic and international travelers. This includes:
 - a. Encouraging current travelers to visit more often
 - b. Encouraging current travelers to stay longer
 - c. Positioning ourselves as a resource for information
- 3) Increase visitation year-round (especially shoulder and winter seasons).
- 4) Continue emphasis on cultural attractions found throughout Glacier Country including our Indian nations, historic sites, museums, etc.



- 5) Continue marketing efforts that highlight Glacier Country's amenities, cultural, tribal history, historical aspects, natural resources, tourism attractions and welcoming atmosphere.
- 6) Raise awareness and understanding of Glacier Country Regional Tourism Commission within the region through positive publicity and community outreach.
- 7) Cooperate with other tourism organizations such as Discover Kalispell, Destination Missoula and Whitefish CVB, chambers of commerce, TBIDs, Glacier-Waterton Visitors Association, Crown of the Continent Geotourism Council, Montana Office of Tourism, Montana Film Office, tribal partners, other tourism regions, neighboring states provinces and art organizations as well as other organizations or private businesses that share mutual goals and objectives.

How does this project support the Strategic Plan?

The Marketing Plan supports the Montana Tourism and Recreation Strategic Plan 2013 - 2017.

DETAIL PAGES ATTACHED: YES

Visitor Information Center (VIC) Funding

	PROJECT TASKS	PUBLIC (\$)	OTHER (\$)	TOTAL (\$)
PROFESSIONAL SERVICES		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
	Subtotal	\$0.00	\$0.00	\$0.00

MARKETING/ ADVERTISING		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
	Subtotal	\$0.00	\$0.00	\$0.00

TRAVEL		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
	Subtotal	\$0.00	\$0.00	\$0.00

OTHER COST	Staffing & Distribution	\$35,500.00	\$0.00	\$35,500.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
	Subtotal	\$35,500.00	\$0.00	\$35,500.00

Subtotals	\$35,500.00	\$0.00	\$35,500.00
Total	\$35,500.00	\$0.00	\$35,500.00

Please explain the need for this project as well as a clear overview of the concept of the project. Narrative must provide enough details that those reviewing the application can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.

Call Center Retainer, Toll Free Number, Telemarketing and Postage (FINAL): The Glacier Country call center will continue to maintain its consumer database in capturing caller interests and travel preferences as well as store their name, address, email address and telephone number. Travel counseling staff is available during peak hours with access to travel information provided by voice response technologies.

The web-enabled call center staff serving Glacier Country is highly trained on Montana tourism resources, history and public lands as well as on Internet based communications and electronic based customer service technologies. Training sessions are provided to the tourism counselors on a wide range of topics including winter recreation, cultural attractions, outdoor adventure, publicity and additional topics as they become applicable.

The call center handles all inquiries including trade show leads, electronic inquiries, magazine 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 combination of experienced telephone based travel counseling with the latest Internet resources and training in online customer service will provide Glacier Country tools to better serve their audience. Additionally, consumers have access to vacation planning assistance, Glacier Country's publications and statewide publications.

The Glacier Country database stores inquiries collected through calls, email, instant messaging, mail and reader service. The database is used to eliminate duplicate orders and provide a comprehensive, targeted database to power direct mail and relationship marketing. The call center distributes consumer travel guides in a timely manner and maintains inventory control of the guides.

Our call center provides a streamlined inquiry management system maximizing the value of the leads being generated by print and electronic media. They organize and fulfill all tourism inquiries as well as maintain careful reporting and analysis of each aspect of the print and electronic marketing campaign. They will continue to be an integral part of Glacier Country in 2013/2014 as we continue with Internet advertising, instant messaging, e-direct mail and social media.

The call center is our central clearing house for inquiries, packages and promotions for Glacier Country. They will work with viable vendors to assist with targeted distribution of our travel materials to ensure maximum effectiveness and coverage of distribution.

We, on a monthly basis, look at and evaluate all of our ads, direct mails, e-direct mails via calls to the call center and visits to our website. Our advertising agency uses these reports in making suggestions for ads the following year as does the marketing committee. Additionally, our public relations program is always in the loop of where we are advertising so that they can contact those particular magazines about possible stories.

Certified Folder Display (FINAL): We will continue distribution with Certified "in rack" distribution of our travel guide. Certified also distributes boxes of travel guides to spots in Montana, surrounding states and parts of Canada (chambers of commerce, VICs, airports, MDOT rest areas), AAA offices and trade shows, as designated. Certified stores our guides at no additional charge and allows the call center to pick up guides as necessary.

LiveHelper (FINAL): LiveHelper is a popular technology that increases our available communication services by adding another communication resource in addition to the traditional telephone line.

LiveHelper enable the call center to interact with online visitors two ways. First visitors can initiate contact with the call center counselor directly. This enables immediate responses to their needs as well as a fantastic customer service advantage for the website versus our competition. We have been able to correct often incorrect assumptions on air travel, amenity availability, seasonal conditions and other related topics with instant response capability to questions. We have a dashboard feature that allows us to monitor visitors to the website and initiate contact with a visitor if they appear to be looking for something over a period of time or to simply say hi and offer

our assistance. This service continues to be a positively received feature on the website as we are not selling them a product but we can be available to fill in gaps in their travel planning.

Internet Development (FINAL): The goal 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. We believe our overall efforts are directing more and more traffic to www.glaciermt.com and resulting in more inquiries and more visitors to Western Montana. In FY 2012, www.glaciermt.com received 1,030,833 unique visits and we are seeing a 2% increase in FY 2013. It is imperative we provide thoughtful, intuitive navigation systems for people to move about our site in finding information to help them plan their vacation. We continue to add tools that not only allow but encourage content primarily published by users, not direct employees or partners of Glacier Country. Glacier Country's site provides a wide variety of products, trips and lodging options. We have implemented a thoughtful navigation method thinking from the user perspective and not necessarily ours. It is our goal to continue to make it current, intuitive, logical and consistent.

Our agencies work together to make sure Glacier Country's website matches our print and other electronic media as well as creates an appealing place for web visitors looking for a Montana vacation. This is achieved through consistent rotation of copy and photography to reflect the many experiences visitors can have in Glacier Country. The website needs updating regularly to reflect the latest events, additions of new content and general updates to keep up with the latest technologies and marketing mediums. Our webpage is a constantly evolving tool.

This budget provides for maintenance and enhancement of Glacier Country's primary and mobile sites as well as website marketing tools such as video, keywords and search engine optimization (SEO).

Airport Signage (FINAL): The Missoula County Airport Authority is continuing to offer Glacier Country an opportunity to capture the audience of business and personal travelers in an uncluttered atmosphere at the Missoula Airport. We have, for a \$500 monthly fee, a mural or wall-mount on the main level directly outside the exit security gates, video (:30-sec continuous loop; shared) on screen in baggage claim where all baggage is retrieved and advertising space on courtesy board where all local transportation and lodging accommodations are made. The Missoula County Airport had 303,016 passengers enplane and 301,831 deplane in 2012. That is a significant number of travelers we have exposure to allowing us to brand our region and advertise our traveler services (call center, webpage and social media sites and tools) helping inform them of the wonderful experiences they can have in Western Montana's Glacier Country. We hope to work with the Glacier Park International Airport on similar program increasing our ability to welcome and engage visitors before, during and after their trip to our region.

OBJECTIVES:

Include the objectives from the narrative portion of your marketing plan that support this project.

- Increase overall consumer response by 2% over 2013
- Increase electronic response by 2% over 2013
- Increase use of primary and mobile website by 2% over 2013
- Increase our consumer database by 2% over 2013
- Increase our travel/trade show database by 3% over 2013
- Media stories to increase by 1% over 2013

Refer to the portions of your marketing plan, which support this project.

- 1) Raise awareness of Glacier Country as a recognized tourism destination in identified markets and audiences.
- 2) Increase visitation among resident, non-resident, domestic and international travelers. This includes:
 - a. Attracting new travelers
 - b. Encouraging current travelers to visit more often
 - c. Encouraging current travelers to stay longer
 - d. Encouraging awareness of packaging opportunities
 - e. Soliciting meetings and conventions
 - f. Soliciting packaged travel markets (group tours)



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

How does this project support the Strategic Plan?

The Marketing Plan supports the Montana Tourism and Recreation Strategic Plan 2013 - 2017.

DETAIL PAGES ATTACHED: YES

Fulfillment - ALL

	PROJECT TASKS	PUBLIC (\$)	OTHER (\$)	TOTAL (\$)
PROFESSIONAL SERVICES	Toll Free Number (F)	\$6,000.00	\$0.00	\$6,000.00
	Call Center Retainer (F)	\$100,500.00	\$0.00	\$100,500.00
	Postage (F)	\$29,000.00	\$0.00	\$29,000.00
	LiveHelper (F)	\$5,300.00	\$0.00	\$5,300.00
	Certified Folder (F)	\$13,000.00	\$0.00	\$13,000.00
	Airport Signage (F)	\$6,000.00	\$0.00	\$6,000.00
	Webpage Maintenance/Enhancement/ New Development (F)	\$47,000.00	\$0.00	\$47,000.00
		-	-	-
	Subtotal	\$206,800.00	\$0.00	\$206,800.00

MARKETING/ ADVERTISING		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
		Subtotal	\$0.00	\$0.00

TRAVEL		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
		Subtotal	\$0.00	\$0.00

OTHER COST		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
		Subtotal	\$0.00	\$0.00

	Subtotals	\$206,800.00	\$0.00	\$206,800.00
	Total	\$206,800.00	\$0.00	\$206,800.00

Please explain the need for this project as well as a clear overview of the concept of the project. Narrative must provide enough details that those reviewing the application can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.

Glacier Country will focus its consumer advertising and marketing efforts in our primary and secondary target areas as well as our feeder and regional drive markets as listed in our narrative marketing plan. We will continue to maintain a strong presence in our traditional markets but also explore other areas that offer some potential in light of the continued economic challenges we are facing. Prior to any media placement spending, a detailed media plan will be submitted to audits and applications for approval. We will also use our opportunity and joint venture funds to compliment this budget line item.

Strategic Planning (FINAL): Glacier Country's agency of record works closely with us on many facets of our marketing plan from strategy and implementation to tracking and analysis. Their staff works closely with Glacier Country staff and board of directors and partnering organizations and agencies to analyze current problems and opportunities as well as our past efforts and their effectiveness. This in turn helps us design an effective marketing plan and develop a creative and effective message ensuring maximum efficiency in the project planning to be used to communicate that message.

Print & Online (PRELIMINARY): We will place print and online advertising on major primary market online newspaper and mobile websites as well as other targeted websites across the country (including social media advertising) in conjunction with other tourism partners. We have had great success in the past in partnering with private tourism businesses, CVBs, MTOT, etc. with campaigns in identified markets. We will present a final media plan prior to each campaign. We will also use our opportunity and joint venture funds to compliment this budget line item.

eNewsletters and eBlasts (FINAL): Glacier Country will continue to send seasonal newsletters and email blasts. Content features activities, events and attractions throughout Glacier Country reflecting the area's personality. All will include color photos and links to web sites and social media sites for additional information as well as special promotions and package offers. Each of the newsletters and eblasts will be sent to the active users in the Glacier Country database. Each newsletter and eblast will include a unique URL and analytics code to enable tracking. Our agency of record will work with the Glacier Country office to solicit area information and determine content to be featured in each. The response for each newsletter and eblast will be tracked by the call center and reported on a monthly basis. In the past year we have increased the recipient list to over 140,000 for each blast and strive to continually increase this with new names of travelers planning a trip to Western Montana. With around three million names in our archived database, we are going to begin to mine that list for active contacts and re-engage potential visitors and permanently archive invalid contacts.

Webpage Marketing (FINAL): We are continuing to compliment the design of our primary and mobile websites promoting Glacier Country online with marketing strategies that include search engine optimization and search engine submission, copywriting that encourages site visitors to take action and integrates key words used for SEO, web site design strategies, online promotions, reciprocal linking, email marketing and of course the immensely valuable and ever growing tools of social media. We are constantly challenging our online marketers to research new Internet marketing strategies in the hopes of driving more traffic to our web sites and social media channels. This budget provides for website marketing tools.

Travel Guide Advertising (FINAL): We feel that it's vital to continue to build collaborative advertising efforts in order to cross market the region by marketing more effectively with our CVBs and thus we would like to place ads in the following travel guides: Missoula, Kalispell and Whitefish CVB travel guides (1/3 page, 1/3 page and 1/3 page (color) respectively). As with all print advertising, the ad will call the reader to action, offer the travel guide as a means of discovery and prominently feature the Web site address and toll free number. The ad will include unique URL addressed for tracking on the website.

OBJECTIVES:

Include the objectives from the narrative portion of your marketing plan that support this project.

- Increase overall consumer response by 2% over 2013
- Increase electronic response by 2% over 2013
- Increase use of primary and mobile website by 2% over 2013
- Increase our consumer database by 2% over 2013

Refer to the portions of your marketing plan, which support this project.

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

How does this project support the Strategic Plan?

The Marketing Plan supports the Montana Tourism and Recreation Strategic Plan 2013 - 2017.

DETAIL PAGES ATTACHED: YES

Consumer Advertising - ALL

	PROJECT TASKS	PUBLIC (\$)	OTHER (\$)	TOTAL (\$)
PROFESSIONAL SERVICES	Strategic Planning Agency Retainer (F)	\$78,300.00	\$0.00	\$78,300.00
	Misc. Media Production including Postage (F)	\$2,000.00	\$0.00	\$2,000.00
	eNewsletters/eBlasts Production & Distribution (F)	\$20,000.00	\$0.00	\$20,000.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
	Subtotal	\$100,300.00	\$0.00	\$100,300.00

MARKETING/ ADVERTISING	Travel Guide Media Placement (F)	\$7,500.00	\$0.00	\$7,500.00
	Print and Online Media Placement (P)	\$198,000.00	\$0.00	\$198,000.00
	Webpage Marketing (F)	\$40,000.00	\$0.00	\$40,000.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
	Subtotal	\$245,500.00	\$0.00	\$245,500.00

TRAVEL		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
	Subtotal	\$0.00	\$0.00	\$0.00

OTHER COST		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
	Subtotal	\$0.00	\$0.00	\$0.00

Subtotals	\$345,800.00	\$0.00	\$345,800.00
Total	\$345,800.00	\$0.00	\$345,800.00

Please explain the need for this project as well as a clear overview of the concept of the project. Narrative must provide enough details that those reviewing the application can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.

Publicity and communications plays a key role in Glacier Country's marketing efforts. In 2006, the region launched an aggressive publicity effort that included delineating compelling story angles, aggressively pitching press trips and building critical media relationships.

The following is a summary of the primary aspects of our publicity program:

Glacier Country interacts with the media in a variety of ways. We host annual press trips, partner with Montana Office of Tourism on visiting press visits, respond to reactive requests to press trips, pitch stories to media and provide fact-checking services. We also stay in regular contact with various media outlets and writers through email and social media.

Many of our programs work together to support each other. In the example of advertorials, our publicity department 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 and twitter. In addition, our social media channels help to drive traffic to our website. On average, about 10 percent of our website traffic can be attributed to social media outreach. While social media channels help us communicate, they also provide ways for us to highlight various area attractions, news and to help move visitors around our region. For example, we blog about once a week. Our blog has become a strong voice and allows us to provide that first-person experience from Montana. We regularly highlight various activities, events and hands-on tales of traveling through Western Montana.

To ensure the accuracy of our travel guide and in an effort to be fiscally responsible, Glacier Country brought our travel guide in-house in 2010. For the past four years, we've maintained a focused effort on this project and have implemented various improvements that has made the guide a strong tool for our visitors. Each year, the publicity department writes or edits the guide to include updated information as we work to produce this fulfillment piece.

Glacier Country is active on the following social media channels: facebook, twitter, instagram, blogging and pinterest. For our organization, social media provides a way to raise awareness among consumers, to communicate with them in a timely manner and to reach a diverse audience. All of our social media efforts are managed in-house by the publicity department. Our social media is also integrated into our website and advertising efforts. We also encourage the use of Glacier Country specific hashtags and handles on our various press trips.

Social Media Strategy: 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 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.

Content: 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. We definitely play 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.

Voice and Tone: Our social media voice is best described as fun and friendly, with a touch of sass. While we deliver pertinent information, we do it in an interesting way and always strive to make it personable. Our updates are simple, to the point and genuine.

Timing: Facebook is updated 5+ times per week, twitter is updated daily, instagram is updated a few times per week, blog is updated weekly, pinterest is updated monthly.

New in FY 12/13, we hosted a Seattle Media Mixer in conjunction with the Warren Miller movie premier. For the mixer, we reached out to specific Seattle media outlets and writers and invited them to a private media reception where we were able to spend time with them one-on-one and share pertinent Montana information with them. Also new in FY 11/12, we attended International Pow Wow and its Media Marketplace. This event gave us an opportunity to share Montana with a large media audience and pave the way for additional international opportunities.

In FY 2012, our program had a circulation of 297,000,591 and \$1,492,777 in earned ad value. The results for this budget year through February of 2013 is 14,849,196 media impressions and an editorial ad value of \$1,037,463 from regional, national and global media outlets. This does not include any media related to ABC's *The Bachelor*.

Glacier Country's media efforts include a variety of outlets ranging from regional to national and international, as well as print, broadcast, digital and new media. In addition to consumer focused outlets, we also work with book authors and trade publications.

Specific examples of outlets include *The Great American Ale Trail, Small Market Meetings, Courier, Alaska Air, Destinations, Drive, Texas Monthly, Women's Adventure, Mototurismo, Cruiser + Trike, VIA, Air France, Sunset, Adventure Cyclist, Stonefly, Weather Channel, Calgary Herald, Vancouver Sun, Weather Channel, about.com, modernman.com* and *delish.com*.

PR-Communication Personnel (FINAL): Due to the ever increasing cost associated with consistent publicity demands and the need to expand our efforts, Glacier Country greatly values our ability to have an on staff public relations/communication manager. This staff position has helped lessen our costs associated with our aggressive publicity effort that includes delineating compelling story angles, aggressively pitching press trips and building critical media relationships. The public relations/communication manager is responsible for:

- Develop and implement our approach for the following elements: press trips, vertical trips, national, regional, and local media relations management, editorial calendar management, proactive story pitches and crisis public relations management.
- Follow up leads from travel shows with written correspondence, emails, phone calls, etc. office staff will help as necessary.
- Work with all staff and agencies to maintain our social media sites as the messages and information we publish is critical to the overall tone we set for our published communications. Continuity across all our efforts is extremely important.
- Prepare an annual budget and plan for publicity, that will be a part of the general budget and marketing plan.
- Track and write completion reports about the effectiveness of each project.
- Work with travel writers and public relations agency to effectively market Glacier Country.
- Meet with local press to promote Glacier Country's mission.
- *See Attached Job Description*

Press Trips (Reactive FINAL/Proactive PRELIMINARY): Each year, in an effort to provide media with a first-hand experience of Western Montana, Glacier Country hosts various writers on press trips. There are two kinds of trips: proactive and reactive. For our proactive trips, we compile a target media list and create a themed itinerary for the trip. Past press trips have included American Indian Treasures, Montana Manventure, Missoula: Montana's Best Kept Secret, Winter Wonders and Girls Getaway. For reactive trips, we are typically contacted by media in regards

to their upcoming visit to our region. Oftentimes, we assist them with developing an itinerary and arranging their visit. Many of our trips are done in cooperation with Montana Office of Tourism, as well as our CVBs, including Whitefish, Kalispell and Missoula.

Cision (FINAL): We use an online service called Cision to find media information, target our pitches, monitor coverage and measure and analyze results. The media database helps us find the right journalist or outlet and their preferred contact method all in one search thus providing us information to target travel and tourism influencers. This is a “who’s who” of today’s top influencers. Another valuable aspect of this service is it allows us the ability to align our pitch with a media outlet’s editorial calendar.

Crisis Management (FINAL): Preparedness is critical when dealing with a crisis. The media plan established by the 2003 Fires Task Force provides a strong template for dealing with future natural disasters or crises. We continue to hope for crisis free years but alas we must prepare just in case. We do want to be prepared to react should we need to trigger the plan. We’ll work closely with the CVBs, Montana Office of Tourism, the Governor’s office and other agencies to best manage a crisis situation. This plan is updated yearly along with all our key partners.

OBJECTIVES:

Include the objectives from the narrative portion of your marketing plan that support this project.

- Increase overall consumer response by 2% over 2013
- Increase electronic response by 2% over 2013
- Increase use of primary and mobile website by 2% over 2013
- Increase our consumer database by 2% over 2013
- Increase our travel/trade show database by 3% over 2013
- Media stories to increase by 1% over 2013
- Increase consumer and group suggested itineraries by 2

Refer to the portions of your marketing plan, which support this project.

- 1) Raise awareness of Glacier Country as a recognized tourism destination in identified markets and audiences.
- 2) Increase visitation among resident, non-resident, domestic and international travelers. This includes:
 - a. Attracting new travelers
 - b. Encouraging current travelers to visit more often
 - c. Encouraging current travelers to stay longer
 - d. Encouraging awareness of packaging opportunities
 - e. Soliciting meetings and conventions
 - f. Positioning ourselves as a resource for information
 - g. Working with the Montana Film Office to solicit film industry productions
- 3) Increase visitation year-round (especially shoulder and winter seasons).
- 4) Continue emphasis on cultural attractions found throughout Glacier Country including our Indian nations, historic sites, museums, etc.
- 5) Continue to identify inquiries to convert them to visitors by capturing names for database marketing.
- 6) Continue marketing efforts that highlight Glacier Country’s amenities, cultural, tribal history, historical aspects, natural resources, tourism attractions and welcoming atmosphere.
- 7) Raise awareness and understanding of Glacier Country Regional Tourism Commission within the region through positive publicity and community outreach.
- 8) Cooperate with other tourism organizations such as Discover Kalispell, Destination Missoula and Whitefish CVB, chambers of commerce, TBIDs, Glacier-Waterton Visitors Association, Crown of the Continent Geotourism Council, Montana Office of Tourism, Montana Film Office, tribal partners, other tourism regions, neighboring states provinces and art organizations as well as other organizations or private businesses that share mutual goals and objectives.



- 9) Provide supportive public education about Glacier National Park issues by cooperating with all tourism partners including, Glacier National Park, Montana tourism regions, Montana Office of Tourism, convention and visitors bureaus, TBIDs and chambers of commerce, as well as local, regional, national and international media.
- 10) Continue targeted visitor appeals in Glacier Country's marketing strategy, specifically relating to the Montana Tourism Recreation Strategic Plan.
- 11) Incorporate Montana Office of Tourism's branding initiative into our various marketing projects
- 12) Encourage visitors to share their experience through emerging technologies and tools such as social media.

How does this project support the Strategic Plan?

The Marketing Plan supports the Montana Tourism and Recreation Strategic Plan 2013 - 2017.

DETAIL PAGES ATTACHED: YES

Publicity - ALL

	PROJECT TASKS	PUBLIC (\$)	OTHER (\$)	TOTAL (\$)
PROFESSIONAL SERVICES	PR-Communication Personnel Gross Wages (F)	\$49,000.00	\$0.00	\$49,000.00
	PR Support - Cision (F)	\$9,100.00	\$0.00	\$9,100.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
	Subtotal	\$58,100.00	\$0.00	\$58,100.00

MARKETING/ ADVERTISING		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
	Subtotal	\$0.00	\$0.00	\$0.00

TRAVEL	Press - Proactive Expenses (P)	\$23,000.00	\$0.00	\$23,000.00
	Press - Reactive Expenses (F)	\$2,500.00	\$0.00	\$2,500.00
	Crisis Management Travel Expenses (F)	\$500.00	\$0.00	\$500.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
Subtotal	\$26,000.00	\$0.00	\$26,000.00	

OTHER COST	Press - Location Fees (P)	\$5,000.00	\$0.00	\$5,000.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
Subtotal	\$5,000.00	\$0.00	\$5,000.00	

Subtotals	\$89,100.00	\$0.00	\$89,100.00
Total	\$89,100.00	\$0.00	\$89,100.00



Skills, Abilities, and Knowledge:

- Bachelors Degree in Communication, Journalism, PR or similar field.
- Self-motivated and able to work independently, prioritize and complete tasks under deadline with minimal supervision.
- Ability to meet task deadlines, submit monthly reports in a timely manner and track budgets for projects.
- Demonstrated track record of ability to work proactively with media, story placement and garnering media coverage.
- Experience in program/project development.
- Ability to formulate marketing/project plans and budgets.
- Experience with public relations, sales and marketing.
- Demonstrated track record building and sustaining successful collaborations among diverse organizational partners and personalities.
- Excellent writing skills, quantitative and qualitative analysis skills, public speaking skills.
- Knowledge of media deadlines, communication, etc.
- Excellent initiative, leadership skills, communication skills, problem solving skills, excellent diplomacy and mediation skills, and time management skills.
- Knowledge of the tourism industry.
- Knowledge of the Glacier Country Region.
- Strong commitment to the vision of the Glacier Country and for the future of the travel industry.
- Knowledge of publication production procedures and electronic media production.
- Strong computer skills, preferably Outlook, Word, Excel, PowerPoint.
- Able to sit for long periods.
- Able to perform light lifting and bending. *(i.e. Set up and dismantle of display booth and marketing materials)*
- Ability to travel across Montana, regionally and nationally.
- Requires a vehicle, good driving record and proof of automobile insurance.

	Required	Preferred
X		
X		
X		
X		
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		X
		X
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X		
X		
X		
X		

Benefits: Salary depending on experience (range \$35,000 - \$55,000). Full time employee benefits include paid time off, holidays and medical benefit. Approved travel expenses are reimbursable.

The above is intended to describe the general content of and requirements for the performance of the job. It is not to be construed as an exhaustive statement of essential functions, responsibilities or requirements.

Executive Director/CEO: _____ Date: _____

Public Relations/
Communication Manager: _____ Date: _____

Please explain the need for this project as well as a clear overview of the concept of the project. Narrative must provide enough details that those reviewing the application can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.

Glacier Country has for several years been developing a collaborative and broad-based approach to group travel; group tours, free independent travel (FIT), incentive travel, sports, meeting and conventions. We feel we have a strong FIT/group tour program but find the other areas can be challenging from a regional perspective. With this in mind, we are forming an advisory group to develop a strategy to meet the needs of all while balancing the mission and resources of our organization and others.

With so many travel options in the United States and abroad, a strong delegation of travel experts from a state, region and community at travel trade shows makes a huge difference. It takes a delegation to put the state of Montana in the mind of the tour operator. The more appointments a tour operator has with a specific state or region, the more likely they will get the answers to the questions they have about what that area can offer to their clients. It takes the expertise of (regions/CVB's/hotels/attractions) to showcase what the clients can experience in their communities. The strongest delegations are noticed at travel trade shows and have the most exposure.

Group marketing is often more complex and requires a personal relationship to be built and maintained with industry representatives. Building that relationship with tour operators takes time (domestic is 2-3 years/international is 3-5 years). Montana Office of Tourism and Glacier Country have had consistent attendance and strong relations with these markets for many years. The last several years we have seen additional interest and engagement from other Montana public and private partners and are thrilled to have a growing delegation when many other areas/states are decreasing.

Added Benefits of Group Travel:

- Many visitors come the first time on a group tour and return with family and friends utilizing hotels, campgrounds, B&B's, inn's and ranches on return trips and venturing out to lesser known areas to explore.
- Motor coach travel reduces emissions, road congestion and promotes sustainability.

Growth Stats: (% growth to our database/tours as of the latest trade show)

- American Bus Association (ABA): 18 appointments in 2013 with a database increase of six new operators. 12 operators Glacier Country met with have a total of 19 departures that come to Glacier Country.
- National Tour Association (NTA): 24 appointments this year with an increased database of 12 new operators. 62 departures to Glacier Country scheduled from the operators that we met with. Several run multiple series each year.
- GoWest Summit: We had 31 appointments this year with an increase to our database of 19 new operators. (Of these operators, eight have departures and numerous fly/drive programs that work in Glacier Country.)

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.

Travel to US stats/to Montana Stats (MTOT stats):

- 63% of first time travelers to Montana come for GNP and Yellowstone
- 85% of return travelers are coming back to see the less traveled parts of MT
- Western Montana has great "sex appeal" but tour operators don't know where to go and what to do. Glacier Country accommodates that need for direction/suggestion/orientation/facilitation.

Travel Motivators: (U.S. Department of Commerce, International Trade Administration, Office of Travel and Tourism Industries (OTTI))

- Over the next six months, the top motivators for travel to the United States were reported to be visa processing time, level of promotion by U.S. destinations and businesses and direct air service to desired destinations.
- The Chinese Market: The U.S. Department of Commerce projects travel from China to the United States to increase 274 percent through 2016. The China National Tourism Administration reported that over 80 million Chinese citizens travelled overseas in 2012. The United States has always been the #1 dream destination for the Chinese travelers.

We plan to continue our current efforts as outlined while also setting aside some resources allowing us to be flexible and responsive:

Group Marketing Personnel (FINAL): Glacier Country will continue to have a tourism sales manager who will develop, manage and monitor group and international FIT sales and marketing programs. We continue to see improvement in group sales with several operators spending more time in Glacier Country and even using the sample itineraries provided by our tourism sales manager. This increase is directly related to our concentrated efforts with this program. The tourism sales manager would be responsible for:

- Conduct studies of the needs, preferences, and satisfaction of the region's markets.
- Attend travel shows throughout the nation that meet Glacier Country's target markets and demographics.
- Follow up leads from travel shows with written correspondence, emails, phone calls, etc. office staff will help as necessary.
- Prepare sample itineraries to provide operators many examples of how to spend enjoyable and valuable time in our region.
- Work directly with operators to develop custom itineraries to fit their client's needs.
- Prepare an annual budget and plan for sales, that will be a part of the general budget and marketing plan. To include trade shows, expenses, and goals.
- Write completion reports about the effectiveness of each project and/or tradeshow.
- *See attached job description*

Travel and Trade Shows (FINAL): Glacier Country has attended and participated in a number of targeted travel shows over the years; consumer; tour and travel; international and meetings and conventions. We will continue to attend shows we have found successful and evaluate new shows to see if they fit our target markets. Glacier Country will continue to coop with CVB's, other tourism regions, and our partners as much as possible.

We will continue to work with all of our transportation systems – airlines, Amtrak and rental vehicles in either soliciting special groups, individuals, meetings and conventions and/or sharing information with them in regard to challenges in bringing groups to Glacier Country. When specifically representing Glacier Country, our travel show booth will be used. We will participate in travel and trade shows that will address our target markets with consumers, international, meetings and conventions, as well as tour and travel markets. We will capture names for use in future mailings whenever possible.

Shows we would like to attend are National Tour Association (NTA), American Bus Association (ABA), USTA Pow Wow, USTA GoWest Summit, Rocky Mountain International (RMI) Roundup and up to four consumer or meeting and convention shows specifically Warren Miller Film Premiere shows where we have booth space negotiated as part of our sponsorship package and/or Travel and Adventure Shows produced by Unicomm LLC. Any meeting



and convention show added to our initial list will be requested at a later date. We also may try to work in a PR aspect at up to two of these shows by doing some publicity visits with not only media attending the show but some media located in the host city. We have added an undetermined line item to this budget category and will apply for additional shows out of it. At these shows, group tour fact sheets, group tour itineraries, Montana Office of Tourism guide(s), maps, calendars of events as well as our Glacier Country Travel Guide and/or meeting planner guide will be distributed. If we are cooperating with another region, CVB or private partner their information will be distributed as well.

Almost every trade show Glacier Country attends needs some kind of follow-up with mailings and that is how the funds are used. Attendees usually want information and/or travel guides sent to them so they don't have to carry them back, this is especially true at meetings and convention shows as well as international shows. We follow up on those leads or requests with our travel guides or the requested information, as well as personal correspondence. This funding pool would also be used to cover any miscellaneous mailings associated with getting materials and packets to the shows although that is nominal at the shows we plan on attending.

Group PR (FINAL): Glacier Country has been attending group tour/FIT shows for many years. At the shows, there is often a public relations component that is available but is often done during the operator/supplier meetings. Glacier Country strongly believes in the strength in public relations and feels it would be to our benefit to take advantage of the PR programs at these shows by sending our PR Manager to these shows to build awareness of Western Montana as destination. We would love to continue to support a couple of these shows in cooperation with partners from the Montana. The one show we would like to spend concerted effort on this budget year is the USTA International PowWow.

Promotional Material Support (FINAL): As group bookings increase within our region, we are beginning to receive an increase for video footage that can be used by the operator/agent to promote the tour or itinerary. We would like to produce several segments that can be used at the shows and on our webpage as well as have them available for our booking partners for use in their promotional products. We envision a quality video piece no longer than five minutes and then several much shorter segments (:15, :30 and 1:00 minute) that can be used independently depending on the activities and area being promoted.

Meetings and Conventions: The meetings and convention program will primarily be to support the efforts of the CVBs and TBIDs to market themselves for meetings and special events. We would also consider methods to support communities and businesses able to adequately host these events to also participate in these programs but largest emphasis will be to support CVBs and TBIDs.

Destination Marketing Association International (DMAI) eMINT (FINAL): The changing demand in the meetings market requires new tools to meet the needs of customers and the way they do business. DMAI's "empowerMINT" program (eMINT) is a powerful online tool available only to DMAI DMO members. It is a program that almost all Glacier Country CVBs and TBIDs are planning to utilize in the next couple of years in their meeting and convention sales efforts. eMINT simplifies the research, distribution and selection of destinations, hotels and meeting venues. This program will allow CVBs and TBIDs to leverage existing assets to drive more RFPs to our area destinations, create a referral network and collectively improve the historical database for intelligent prospecting. eMINT is a DMO exclusive, providing access to a database with over 40,000 meetings from 20,000 organizations. DMOs can provide their sales teams with countless opportunities to search and query for more intelligent prospecting, which will ultimately translate to better customer relationships and more room nights.

The information contained in the eMINT database is strengthened each day by additional bookings and histories from over 150 dedicated convention and visitors bureaus. This is an "owner operated" system which requires commitment, but the rewards are abundant. Plus, 50% of the meetings in the database have less than 200 rooms on peak nights, making it a valuable resource for your DMO regardless of size.

Glacier Country would like to create a cooperative program only available to the CVBs and TBIDs in our region which would provide up to half of the yearly subscription cost associated with this service (\$5000/per). CVBs and TBIDs would have to provide proof of DMAI membership prior to distribution of the funds. They would also need to supply a yearly report of how they have used the system to include the number of bids they have received or submitted via eMINT and also any business booked as a result. We foresee this cooperative program eventually going away as the CVBs and TBID sales programs become more active and financially stable.

Meeting Planner FAM (PRELIMINARY): Glacier Country will host a meeting planner FAM trip focusing on meeting planners from one or more of the three meeting planning companies (Carlson Marketing Group, Business Incentives (BI) Worldwide and Maritz) in order to showcase a true experience of Western Montana as a meeting destination. Proposed trip will be applied for with all details and names.

OBJECTIVES:

Include the objectives from the narrative portion of your marketing plan that support this project.

- Increase overall consumer response by 2% over 2013
- Increase use of primary and mobile website by 2% over 2013
- Increase our consumer database by 2% over 2013
- Increase our travel/trade show database by 3% over 2013
- Media stories to increase by 1% over 2013
- Increase consumer and group suggested itineraries by 2

Refer to the portions of your marketing plan, which support this project.

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

How does this project support the Strategic Plan?

The Marketing Plan supports the Montana Tourism and Recreation Strategic Plan 2013 - 2017.

DETAIL PAGES ATTACHED: YES

Group Marketing and Support

	PROJECT TASKS	PUBLIC (\$)	OTHER (\$)	TOTAL (\$)
PROFESSIONAL SERVICES	Group Marketing Personnel Gross Wages (F)	\$38,000.00	\$0.00	\$38,000.00
	DMAI eMINT Support (F)	\$5,000.00	\$0.00	\$5,000.00
	Promotional Material - Video Production (F)	\$8,000.00	\$0.00	\$8,000.00
		\$0.00	\$0.00	\$0.00
	Subtotal	\$51,000.00	\$0.00	\$51,000.00

MARKETING/ ADVERTISING	Meeting Planner FAM Promotional Items (P)	\$2,500.00	\$0.00	\$2,500.00
	Meeting Planner FAM Expenses (P)	\$15,000.00	\$0.00	\$15,000.00
		\$0.00	\$0.00	\$0.00
	Subtotal	\$17,500.00	\$0.00	\$17,500.00

TRAVEL	Travel and Trade Shows			
	ABA - Transportation (F)	\$800.00	\$0.00	\$800.00
	ABA - Lodging (F)	\$1,200.00	\$0.00	\$1,200.00
	ABA - Meals (F)	\$350.00	\$0.00	\$350.00
	ABA - Misc. (F)	\$150.00	\$0.00	\$150.00
	NTA - Transportation (F)	\$800.00	\$0.00	\$800.00
	NTA - Lodging (F)	\$1,200.00	\$0.00	\$1,200.00
	NTA - Meals (F)	\$350.00	\$0.00	\$350.00
	NTA - Misc. (F)	\$150.00	\$0.00	\$150.00
	GoWest - Transportation (F)	\$800.00	\$0.00	\$800.00
	GoWest - Lodging (F)	\$1,200.00	\$0.00	\$1,200.00
	GoWest - Meals (F)	\$350.00	\$0.00	\$350.00
	GoWest - Misc. (F)	\$150.00	\$0.00	\$150.00
	RMI - Transportation (F)	\$600.00	\$0.00	\$600.00
	RMI - Lodging (F)	\$600.00	\$0.00	\$600.00
	RMI - Meals (F)	\$300.00	\$0.00	\$300.00
	RMI - Misc. (F)	\$100.00	\$0.00	\$100.00
	Consumer - Transportation X 4 (F)	\$3,200.00	\$0.00	\$3,200.00
	Consumer - Lodging x 4 (F)	\$4,800.00	\$0.00	\$4,800.00
	Consumer - Meals x 4 (F)	\$1,400.00	\$0.00	\$1,400.00
	Consumer - Misc. x 4 (F)	\$600.00	\$0.00	\$600.00
	Show PR - Transportation x 2 (F)	\$1,200.00	\$0.00	\$1,200.00
	Show PR - Lodging x 2 (F)	\$2,000.00	\$0.00	\$2,000.00
	Show PR - Meals x 2 (F)	\$1,200.00	\$0.00	\$1,200.00
	Show PR - Misc.x 2 (F)	\$300.00	\$0.00	\$300.00
		\$0.00	\$0.00	\$0.00
	Subtotal	\$23,800.00	\$0.00	\$23,800.00

OTHER COST	Show PR Support/Misc. (F)	\$500.00	\$0.00	\$500.00
	Show Mailings/S&H (F)	\$500.00	\$0.00	\$500.00
	Show Registration/Fees:			
	ABA (F)	\$1,500.00	\$0.00	\$1,500.00
	NTA (F)	\$1,500.00	\$0.00	\$1,500.00
	PowWow (F)	\$1,500.00	\$0.00	\$1,500.00
	GoWest (F)	\$1,500.00	\$0.00	\$1,500.00
	RMI (F)	\$700.00	\$0.00	\$700.00
	Consumer (F)	\$4,000.00	\$0.00	\$4,000.00
		\$0.00	\$0.00	\$0.00
Subtotal	\$11,700.00	\$0.00	\$11,700.00	

Subtotals	\$104,000.00	\$0.00	\$104,000.00
Total	\$104,000.00	\$0.00	\$104,000.00



POSITION: Tourism Sales Manager
Reports to: Executive Director/CEO
Classification: Part Time Salaried (Exempt)

BACKGROUND:

Glacier Country Regional Tourism Commission (GC), a nonprofit organization, receives the majority of its funding from the statewide four percent “bed tax”. Glacier Country is dedicated to a balanced partnership among Flathead, Glacier, Lake, Lincoln, Mineral, Missoula, Ravalli and Sanders counties to effectively market the region to visitors, and to educate the public regarding the value of tourism while encouraging respect for the outstanding natural environment and quality of life.

POSITION DESCRIPTION:

This position is responsible for coordinating and administering tourism sales and marketing activities in order to promote the overall mission of Glacier Country. This position is responsible for developing the group tour market and promoting that market to tour operators independently and via travel shows such as National Tour Association (NTA) and American Bus Association (ABA). This position is also responsible for developing and promoting domestic and international free independent travel (FIT) directly and via US Travel Association’s International Pow Wow and Go West travel shows and Rocky Mountain International (RMI) Roundup and Mega FAM. The position reports to the Executive Director/CEO and works closely with the Board of Directors, staff, members and industry partners.

The Tourism Sales Manager position is a part time exempt position that will work primarily within the Glacier Country region. Attendance will be required at all GC Board of Director and other appropriate meetings as determined by the Executive Director/CEO. Ability to travel across Montana, regionally, nationally and internationally is required.

Primary Roles and Responsibilities:

- Plan and implement marketing and membership activities in order to meet Glacier Country’s goals in coordination with GC staff, Board of Directors, advertising agency and interactive agency.
- Assist in the development, implementation and evaluation of the Strategic Marketing Plan for Glacier Country including advertising and PR in coordination with GC staff, Board of Directors and advertising agency.
- Conduct studies of the needs, preferences, and satisfaction of the region’s markets
- Assists in evaluating and recommending enhancements to the market positioning of Glacier Country.
- Attend travel shows throughout the nation (internationally when necessary) that meet Glacier Country’s target markets and demographics.
- Plan and manage marketing resources according to approved budgets.
- Manages and maintains current business relationships and seeks new business through sales, marketing and referrals.
- Follow up and distribute leads from travel shows with written correspondence, e-mails, phone calls, etc.
- Work with travel writers and public relations agency to effectively market Glacier Country.
- Research, develop and promote group tour and FIT itineraries that promote all areas of Glacier Country.
- Write completion reports about the effectiveness of each project and/or tradeshow.
- Develops and/or maintains and improves relations with all partners, members and businesses in and around GC.
- Prepare and distribute monthly status reports on sales and marketing efforts.
- Organizes the preparation of proposals and presentations using marketing resource materials such as brochures, data, slides, photographs, and reports.
- Keep board members informed at quarterly board meetings.



Skills, Abilities, and Knowledge:

- Bachelors Degree in Business, Sales, Marketing, Communications or like field.
- Self-motivated and able to work independently, prioritize and complete tasks under deadline with minimal supervision.
- Ability to meet task deadlines, file monthly reports and billings for work performed within budget.
- Experience in program/project development.
- Ability to formulate marketing/project plans and budgets.
- Experience with public relations, sales and marketing.
- Experience with group tour and FIT product development and promotion.
- Demonstrated track record building and sustaining successful collaborations among diverse organizational partners and personalities.
- Excellent writing skills, quantitative and qualitative analysis skills, public speaking skills.
- Excellent initiative, leadership skills, communication skills, problem solving skills, excellent diplomacy and mediation skills, and time management skills.
- Knowledge of the tourism industry.
- Knowledge of the Glacier Country Region.
- Strong commitment to the vision of the Glacier Country and for the future of the travel industry.
- Knowledge of publication production procedures and electronic media production.
- Strong computer skills, preferably Outlook, Word, Excel, PowerPoint, ACT Database.
- Able to sit for long periods.
- Constant use of office equipment such as telephones, computers, and copy machines are necessary.
- Able to perform light lifting and bending. (*i.e. Set up and dismantle of display booth and marketing materials*)
- Ability to travel across Montana, regionally, nationally and internationally.
- Requires a vehicle, good driving record and proof of automobile insurance.

Required	Preferred
X	
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X	

Benefits: Salary depending on experience (range \$25,000 - \$40,000). Part time employee benefits include paid time off and holidays. No medical benefits are offered per Glacier Country’s Employee Policy Manual. Approved travel expenses are reimbursable.

The above is intended to describe the general content of and requirements for the performance of the job. It is not to be construed as an exhaustive statement of essential functions, responsibilities or requirements.

Executive Director/CEO: _____

Date: _____

Tourism Sales Manager: _____

Date: _____

Please explain the need for this project as well as a clear overview of the concept of the project. Narrative must provide enough details that those reviewing the application can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.

Glacier Country recognizes the impact of the film and television industry on not only the overall state of Montana but right down to how much it means to a community when a small project is filmed. This line item in our budget was initially set aside to support the Montana Film Office with the HBO mini-series *Undaunted Courage*. Since our board approved this budget for TAC we have been notified this financial support is not necessary so we respectfully submit this line item as a placeholder for the time being. We do anticipate transitioning this money into our joint venture line item after the FY 2014 budget approval.

OBJECTIVES:

Include the objectives from the narrative portion of your marketing plan that support this project.

- Increase overall consumer response by 2% over 2013
- Increase electronic response by 2% over 2013
- Increase use of primary and mobile website by 2% over 2013
- Increase our consumer database by 2% over 2013
- Media stories to increase by 1% over 2013

Refer to the portions of your marketing plan, which support this project.

- 1) Raise awareness of Glacier Country as a recognized tourism destination in identified markets and audiences.
- 2) Increase visitation among resident, non-resident, domestic and international travelers. This includes:
 - a. Attracting new travelers
 - b. Positioning ourselves as a resource for information
 - c. Working with the Montana Film Office to solicit film industry productions
- 3) Increase visitation year-round (especially shoulder and winter seasons).
- 4) Continue emphasis on cultural attractions found throughout Glacier Country including our Indian nations, historic sites, museums, etc.
- 5) Continue marketing efforts that highlight Glacier Country's amenities, cultural, tribal history, historical aspects, natural resources, tourism attractions and welcoming atmosphere.
- 6) Raise awareness and understanding of Glacier Country Regional Tourism Commission within the region through positive publicity and community outreach.
- 7) Cooperate with other tourism organizations such as Discover Kalispell, Destination Missoula and Whitefish CVB, chambers of commerce, TBIDs, Glacier-Waterton Visitors Association, Crown of the Continent Geotourism Council, Montana Office of Tourism, Montana Film Office, tribal partners, other tourism regions, neighboring states provinces and art organizations as well as other organizations or private businesses that share mutual goals and objectives.
- 8) Continue targeted visitor appeals in Glacier Country's marketing strategy, specifically relating to the Montana Tourism Recreation Strategic Plan.
- 9) Incorporate Montana Office of Tourism's branding initiative into our various marketing projects
- 10) Encourage visitors to share their experience through emerging technologies and tools such as social media.

How does this project support the Strategic Plan?

The Marketing Plan supports the Montana Tourism and Recreation Strategic Plan 2013 - 2017.

DETAIL PAGES ATTACHED: YES

Film Support

	PROJECT TASKS	PUBLIC (\$)	OTHER (\$)	TOTAL (\$)
PROFESSIONAL SERVICES		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
	Subtotal	\$0.00	\$0.00	\$0.00

MARKETING/ ADVERTISING	MTOT Film Office Support (P)	\$20,000.00	\$0.00	\$20,000.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
	Subtotal	\$20,000.00	\$0.00	\$20,000.00

TRAVEL		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
	Subtotal	\$0.00	\$0.00	\$0.00

OTHER COST		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
		\$0.00	\$0.00	\$0.00
	Subtotal	\$0.00	\$0.00	\$0.00

Subtotals	\$20,000.00	\$0.00	\$20,000.00
Total	\$20,000.00	\$0.00	\$20,000.00