



## Grant Details

### 68892 - FY19 Region/CVB Marketing Plan

72763 - FY19 West Yellowstone Chamber/CVB Marketing Plan

DOC Office of Tourism

**Grant Title:** FY19 West Yellowstone Chamber/CVB Marketing Plan  
**Grant Number:** 19-51-027  
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**Comments:**  
**Applicant Organization:** West Yellowstone Chamber of Commerce  
**Grantee Contact:** Wendy Swenson  
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## Community & Brand Support

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

As the closest entrance to Yellowstone National Park, West Yellowstone has identified itself as the perfect location for exploring the Park. Sharing a border with Yellowstone and surrounded on all other sides by the Custer-Gallatin National Forest, the town has become the center for an amazing array of activities. Clean air and water, abundant wildlife, scenic beauty, geothermal wonders and historical reference all have made West Yellowstone a national and international destination.

West Yellowstone offers visitors an amenities-rich, safe platform for breathtaking experiences. Visitors can fish blue ribbon trout streams, hike in pristine wilderness, experience real western horseback riding, go whitewater rafting or mountain bike on hundreds of miles of single track and forest service roads. In the winter months there are over 50km of groomed ski trails for Nordic skiing and over 400 miles of groomed snowmobile trails for recreation, including snowshoeing and sled dog rides and races.

Those looking for fun, family activities can visit the Yellowstone Giant Screen Theater, presenting a six-story high screen with stereo surround sound or the Grizzly & Wolf Discovery Center, open 365 days a year, offering an educational experience and viewing area for visitors to watch live grizzly bears, wolves, and raptors in their own natural habitat. Many nights during the summer season, visitors can enjoy live theater, free concerts in the park, and authentic rodeos. The 4th of July Community Celebration, Annual Rod Run (the largest event of its kind West of the Mississippi), and regional Cowboy Mounted Shooting Competition are events that enhance any visitor's experience.

The Yellowstone Historic Center, located in the original Union Pacific Depot, features the history of visitation and transportation to our nation's first national park. Open daily from the middle of May through the middle of October. Visitors can also experience early West Yellowstone through the free, self-guided historic walking tour. Nearby attractions include the 1959 Madison River Canyon Earthquake Area & Visitor Center, Nevada and Virginia Cities, and

the Nez Perce Trail.

Having the west entrance to Yellowstone National Park mere blocks from downtown funnels many visitors through West Yellowstone. Unfortunately, our challenge is enticing these travelers to stop and enjoy the amenities our town has to offer, before moving on to other locations.

As a gateway to Yellowstone Park, West Yellowstone is subject to public policy and the economic ups and downs triggered by off-seasons that create a cascade of challenges including cash flow problems and difficulty in maintaining a stable employment base and housing.

**Strengths:**

- West Entrance to Yellowstone National Park.
- We are seen by some visitors as synonymous with Yellowstone Park and can effectively market ourselves as —Yellowstone Plus!
- Close proximity to Teton National Park and situated on the primary corridor between Glacier and Grand Teton/Yellowstone National Park.
- Outstanding natural assets such as mountains, lakes, and National Forest access.
- A nationally recognized, well-developed system of winter trails.
- International recognition among groups and individuals (i.e. Nordic Ski)
- Ideal family vacation spot -affordable, fun, educational, clean, safe with a variety of activities.
- Seasonal airport served by a regional carrier (now offering jet service).
- Home of the Yellowstone Historic District.
- A host of year-round events.
- Additional community marketing resources. Town of West Yellowstone Marketing & Promotions grant fund, West Yellowstone Tourism Business Improvement District, West Yellowstone Economic Development Council, West Yellowstone Foundation, etc.
- Potential tourism partners – Gallatin County, chambers, regions, Yellowstone Teton Territory (ID), and Visit Utah.
- New lodging properties and rooms coming online in the next two years.

**Challenges:**

- The perception that West Yellowstone is only a gateway into the Park and not a destination.
- The considerable distance and lack of easy access from major population centers.
- National and world events including terrorism, infectious diseases, and natural disasters that impact tourism.
- The negative press generated on issues such as the wildlife, climate, natural events and Park access.
- Perception of lack of restaurants, nightly entertainment & family friendly activities/events.
- Unknown future of events in the community.
- Managing the increasing number of international visitors.
- Access to campgrounds, trails, and public lands in the national forests.
- Public policy decisions (budget cuts, work visas) demand immediate response and resources but ultimately we may not be able to affect them.
- Effective means of communicating with visitors passing through.
- Staffing for current and future lodging properties and businesses.

**Competitor Analysis**

The attached chart outlines both direct competitors and an emerging area of competition: routes that either totally by-pass the west entrance/West Yellowstone or routes that move one or more nights that would have been spent in West Yellowstone to another community or state.

**Integration with Montana's Brand Platform**

*You could say that West Yellowstone IS the brand pillars:*

With Yellowstone Park in our "backyard" and our "front yard" composed of three national forests, *we can offer* more spectacular unspoiled nature than anywhere else in the lower 48. As the west entrance to Yellowstone National Park and geographically located adjacent to the National Forests, just two miles from Wyoming and 12 miles from Idaho, we are uniquely positioned to be a vibrant and charming small town that serves as a gateways to natural wonders.

Our messaging is similar to the guidelines laid out by Destination Analysts: honest and genuine, focusing on adventure and activity-based niches, unique experiences and access to unspoiled nature with modern comforts.

We differentiate our value proposition by featuring direct access to the First National Park and a wide range of activities in every season to offer breathtaking experiences by day, relaxing hospitality at night.

**Describe your destination.**

While all phases of the decision making process are key for West Yellowstone, we incorporate imaging of Yellowstone National Park and unique activities, both warm and winter seasons, during the Inspiration Phase. We often include images and messaging in our marketing, because the sights and sounds of Yellowstone are easily recognized by potential visitors to our area.

During the Orientation Phase we try to incorporate a destination message to distinguish West Yellowstone as a location outside of Yellowstone Park, yet an important gateway, with unique amenities and experiences of its own. We use maps and directions regarding our location to transportation hubs and distance from major landmarks to accomplish this.

Our Visitor Information Center and Website are our greatest tools for Facilitation. They allow potential and in market visitors to plan routes, lodging and activities, either online or with one-on-one assistance.

a. Define your target markets (demographic, geographic and psychographic).

In West Yellowstone, we have a challenge of targeting the best markets that will drive in sufficient volume year-round to fill over 2,300 hotel and motel rooms, cabins, condos, and vacation rentals.

As a result of the Destination Analysts Study, we learned that the Geo-Traveler spans multiple generations and characteristics, and has now morphed into a general profile of the high potential visitor, with high-value niches emerging including Family Travelers, History Buffs, Winter Enthusiasts and Retirees/Active Mature. West Yellowstone markets fit perfectly into that profile and niches, with the exception that we see more retirees/active mature travelers and international visitors than other areas of Montana.

With limited resources, we use our marketing funds to focus mainly on the family travelers and winter enthusiasts, incorporating messaging for active mature travelers into our shoulder season campaigns. With our public/private partnerships, we are also able to penetrate some international markets.

**Family Traveler:**

- Age: 30-55 with an average HHI of \$40-75K; with children ages 6-17.
- Could be a traditional (parents with children) or 3-generation family unit. Intergenerational travel focuses on the idea of families traveling together utilizing itineraries designed to appeal to family members of all ages, including children. This could be an extended family unit or grandparents and grandchildren. Visits mountain destinations in the winter and summer.
- More likely to travel during holiday, spring break or summer time periods.
- Seeks —soft adventure, but must be a memorable one.
- Enjoy outdoor activities, hands on experience and tend to visit national and state parks, historic trails, museums and nature areas.
- Looking for a value in their experience not only economically, but also emotionally and spiritually. They like the natural aspect of Montana, the educational component, the fresh air, but most of all they're looking for moments; small interactions within the family that define their commitment and love for each other.

**Retirees and Mature/Active Adventurers:**

- Adults 55-64 with higher net worth enabling travel 5+ times per year. Spend more on travel and have more time to spend traveling; Take longer and more frequent vacations. Are able to take advantage of shoulder seasons. Drawn to safe communities.
- Not hindered by children unless choose to bring along children or grandchildren.
- Participate primarily in sightseeing, photography, and wildlife viewing. Enjoy visiting historic sites and soft adventures.
- Often seek alternative lodging choices such as Bed & Breakfasts, lodges, and rentals.
- Most interested in revisiting personal travel experiences and memories, such as a visit to a National Park or participating in a small town event such as a 4th of July celebration.
- Programs such as *Elderhostel* are now incorporating intergenerational travel focus into their products. West Yellowstone is perfectly positioned to meet the needs of intergenerational travelers.

**International Travelers:**

- Fastest growing segment for West Yellowstone with Yellowstone being the main draw.
- We recorded over 45 different countries of origin during the summer of 2017.
- Reports from the US Travel Association show continued growth through 2021, with China, Mexico, UK, India, Argentina and Taiwan showing the most growth.

**Target Geographic Markets**

West Yellowstone's primary geographic target markets have historically included:

- *summer* visitors who come from Idaho, Utah, Colorado, Washington, California, and Oregon
- *winter* visitors who come primarily from Pennsylvania, Montana, Minnesota, Michigan, Wisconsin, Illinois, Utah, Idaho, Washington, Georgia, and Florida

b. What are your emerging markets?

West Yellowstone's emerging geographic target markets include:

- Our regional jet service with direct flights from Salt Lake City, UT and new direct flights into Yellowstone Bozeman International Airport like Jet Blue, make for easier access from southern states like Texas, Midwest, California and East Coast. We will look for future MOTBD and Yellowstone Country Region joint venture options in more heavily populated markets like Los Angeles, New York, Chicago and Denver where our budget won't reach on our own.
- Regional drive markets including ID, UT, WA, WY, ND, SD for specific destination events.
- Through public relation efforts, internet presence, and regional partnerships we also want to continue to reach more domestic and international markets including Germany, Australia, Canada and China. (These campaigns tend to emphasize shoulder season travel.)

**Optional: Include attachments here.**

c. *What research supports your target marketing?*

Using reports from ITRR and now Destination Analysts, we have been able to track visitors who travel to and through our area. We were excited to see that the findings by Destination Analysts reinforced our niche markets and activity based groups. We also fully recognize the importance of the high potential visitor. We also see a higher volume of international and retirees than other areas of Montana, so we also try to take those markets into consideration when evaluating potential campaigns.

ITRR statistics provide us this info regarding visitors who stayed at least 1 night in West Yellowstone:

- Top 5 Attractions: Yellowstone National Park, Mountains/Forests, Open Space/Uncrowded areas, Glacier National Park and Family/Friends
- Top Niche Activities: Snowmobiling, Fishing, Wildlife Watching, History & Culture
- The majority entered MT through West Yellowstone by motor vehicle.
- WY Visitor Center welcomed over 181,000 guests in 2017 (3% increase over 2016).
- VIC = 53% use internet for trip planning, 5% use social media, 5% mobile apps, and once here 30% used Visitor Information Center
- Visitor Breakout = 68% are repeat visitors, 15% first-time and 72% plan to return within 2 years
- Average age is 57. Average household income \$75,000-\$100,000.
- Average group size was 2.54 (couples and families).
- Top five activities include scenic drives, wildlife, photography, day hiking, RV/camping
- Average night stay 5.31 nights in MT (spent at least one night in W. Yell).
- Top 5 States: Washington, Idaho, Colorado, California, Utah

Google Analytics from destinationyellowstone.com show us interesting statistics for our website traffic:

- 51% of our online visitors are male.
- Primary age group 55-64, with 35-44 just behind.
- Interests include: Travel, Outdoor Enthusiasts, News/Weather, Food & Dining, Real Estate, Home & Garde

**1. *Attract visitors by communicating an image consistent with our long-term vision as a vacation destination and one that places high value on existing assets, amenities and natural resources of the region.***

- Focus on the fact that we are THE closest gateway to Old Faithful, the most convenient for experiencing Yellowstone, especially targeting drive market population centers in a 5-10 hour radius (Utah, Idaho, Wyoming, Washington, Oregon, North and South Dakota, as well as southern Canada) and for some limited and targeted campaigns, Montana.
- Focus on our traditional niche activities especially in winter and shoulder seasons. Increase focus on activities that match events such as biking (Old Faithful Cycle Tour), cross country skiing (Yellowstone Ski Festival and Rendezvous Race), fishing (North American Ice Fishing Circuit), and snowmobiling (media Snow Shoot and Annual Snowmobile EXPO, Power Sports & Races).
- Retain our traditional markets while focusing on expanding markets that apply to us including those identified through Destination Analysts research. Offer destination events such as Kids'N'Snow that appeal to these markets.
- Increase our image as having historic and cultural sites by promoting the 1959 Madison Canyon Earthquake informational drive and site, the Nez Perce and Bannock trails; as well as honoring our historic past with support of events/activities of the Yellowstone Historic Center, Historic Walking Tour and partnering with the Hebgen Lake District of the USFS to promote these sites.
- Increase visitation in shoulder and winter seasons.
- Brand ourselves as a destination year-round, emphasizing our numerous out adventure niches.
- Foster a positive picture of our community, in touch with environmental concerns.

**2. *Continue to expand our marketing effectiveness by joining our efforts with those of marketing partners. Incorporate the Montana brand pillars and initiatives whenever possible.***

As much as our defined budget allows we will continue to partner with MOTBD and entities as we carry on toward fulfilling the goals of the existing and new MOTBD strategic plans. We will also draw upon our private sector marketing partners. We understand the value of participating in cooperative activities that help stretch marketing dollars in new ways and reduce duplication where possible.

**3. *Continue to target our market as accurately as possible, to assure funding is used to reach an audience that asks for information, travels to West Yellowstone, and spends significant dollars.***

We will use a variety of proven marketing efforts and track those efforts, while integrating new progressive marketing techniques. Across every season we will appeal to our identified audiences and markets.

This plan supports Montana's Tourism and Recreation Strategic Plan.

*Measurable Objectives are attached.*

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

We would like to continue participating in Joint Ventures with MOTBD as our budget allows, and explore any other opportunities that pertain to our activities and amenities.

We find online to be more advantageous for West Yellowstone, because it can hit a much larger, though target, market and provides clear ROI tracking.

We do not have the budget to participate in large print campaigns with the repetition needed to be successful.

We are always open to new joint venture opportunities, incorporating public/private partnerships with MOTBD, our tourism regions and other state organizations with like-minded goals.

**Optional: Include attachment here.**

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

We would love to participate in more Joint Ventures including Region/CVB, as budgets allow.

Some Joint Ventures programs do not include activities and amenities that West Yellowstone offers. Because our region is so diverse, many joint venture opportunities focus on specific markets that do not match our niche activities.

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

In the recent past we have taken advantage of Joint Venture marketing programs MOTBD including Visa Vue, Roots Rated, LiveIntent and Family Fun. We felt success was mixed with these buys. While research and online targeted campaigns were very beneficial and performed well, successful in incorporating the Montana Brand to drive potential visitors to our specific area.

The content pieces for Roots Rated and Family Fun fell short of expectations and were labor intensive on our end.

We also participated in Joint Ventures programs with Yellowstone Country including TripAdvisor Pages, combined winter print co-op, and spring programmatic digital campaign. These have all done well, and are over-performing and producing qualified leads.

Our other Joint Venture program of which we are pleased to be a partner in, was the Yellowstone Loop Partnership with Visit Utah promoting a route from Salt Lake through Grand Teton and Yellowstone Parks highlighting gateways communities and locations off the beaten path.

We consider these Joint Ventures to be successful avenues of marketing and will continue to participate as our budget allows.

**Optional: Include attachments here.** FY19\_Measurable ObjectivesFinal.pdf

**Optional: Include attachments here.** FY19 Pie Charts.pdf

**Optional: Include attachment here:**

## Marketing Segment, Strategy & Budget

Marketing Segment	Marketing Method	Does research support this method?	Describe your method.	Supporting research/statistics	Plan to measure success?	Provide a brief rationale.	Estimated budget for each method.	Marketing Method Evaluation	Are you using private funds to support this method? If so, please explain	Non bed tax funds?	Add'l Attchmnts
Consumer	Travel/Trade Shows	Yes	In the past, the West Yellowstone Chamber worked with WY TBID, members, Yellowstone National Park, USFS, and West Yellowstone organizations to most effectively promote our community and area assets and unique destination qualities at Travel and Niche shows like the UT Travel Expo, Morris Murdock Travel Show in UT, recreation, snowmobile and ski shows. Partners: <ul style="list-style-type: none"> <li>Distributed literature for lodging properties</li> </ul>	Feedback from marketing partners and committees who attended shows in 2017 was that there was a consistent increase in attendance. We have also learned of some new recreation and travel shows that partners have attended that we feel may be a good fit for West Yellowstone, including Denver and Portland.	Measurable objectives: <ul style="list-style-type: none"> <li>3% increase (from July 2018- June 2019) in West Yellowstone Resort Tax Collections over the previous fiscal year.</li> <li>1% increase in occupied room nights</li> </ul>	West Yellowstone has recognized that our biggest area of growth are the winter and shoulder seasons (Spring/Fall), therefore we are committed to enhancing and expanding the marketing of these seasons, while also adding to and enhancing our existing marketing campaigns.	\$5,000.00				

			<ul style="list-style-type: none"> <li>Distributed the West Yellowstone Guidebook</li> <li>Distributed information provided by Yellowstone National Park and the Gallatin National Forest emphasizing the wide array of activities available to destination travelers based in West Yellowstone</li> <li>Distributed the "Comeback to West Yellowstone" calendar print piece with winter activities and events</li> <li>Played existing video's profiling West Yellowstone as a family friendly, soft adventure destination in all seasons.</li> </ul> <p>If the opportunity presents itself again and if funding allows, we would like to attend shows again in FY19.</p>	Shows also give us an opportunity to gather qualified leads for our email communications. From recent shows we have garnered over 2000 new leads. Through materials handed out, we are also able to track the spikes in website traffic.	<p>(from July 2018- June 2019) over the previous fiscal year, as reported by West Yellowstone TBID collections.</p> <ul style="list-style-type: none"> <li>0.5% increase in recreational visitors using the west entrance to Yellowstone Park over a 5-year rolling average of west entrance visitation as reported by the National Park Service.</li> <li>10% increase (from July 2018- June 2019) over the previous fiscal year for online campaign landing page as entry point.</li> <li>2% increase in mobile traffic (from July 2018- June 2019) over the previous fiscal year.</li> <li>8% increase in social media followers (from July 2018- June 2019) over the previous fiscal year.</li> <li>E-news goals: <ul style="list-style-type: none"> <li>Increase subscribers by 5%</li> <li>Local emails (B2B): Increasing open rates to 35%, CTR to 20% and subscribers by 5%.</li> <li>General/niche emails (B2C): Increasing open rates to 30%, CTR to 20%</li> </ul> </li> </ul>	<p>A presence at consumer travel shows allows us exclusive access to potential markets and one-on-one interaction, increasing their likeliness to travel to our area.</p> <p>The exposure that we gain by attending regional and national shows and advanced direct marketing is invaluable. One we could not afford with our limited budget.</p> <p>Attending the show aligns with our goals of:</p> <ul style="list-style-type: none"> <li>Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.</li> <li>Continuing to expand our marketing potential by participating in partnerships with other tourism organizations.</li> </ul>				
Consumer	Print Advertising	Yes	<p>We plan to use traditional advertising media in combination with new digital and mobile options to gain the best ROI for our efforts. Additionally, many print publications are also available online, so it is becoming more of a two-for-one buy. We often gain editorial content as part of our buys, making them even more valuable. We will continue to use print to reinforce top of mind awareness, but include an accompanying web component whenever possible.</p> <p>Print advertising components could include, but are not limited to:</p> <ul style="list-style-type: none"> <li><b>Newsprint and magazine</b> ads are utilized in conjunction with online advertising editorial to promote West Yellowstone ad year-round, family-friendly destination while emphasizing our winter and shoulder season events including the Rendezvous Ski Race, Yellowstone Ski Festival, Annual Snowmobile EXPO, Kids'N'Snow, Spam Cup races, Yellowstone Trail Run, Old Faithful Cycle Tour, NAIFC Ice Fishing Tournament, Music in the Park, etc.</li> </ul> <p>Print advertising in our regional drive area includes ID, MT, ND, SD, and UT, but we increase our target markets for our shoulder season campaigns, utilizing opportunities in publications including National Parks Traveler, Horizon Travel Magazine Canada and Outdoors NW. Many times, we do joint buys with our local TBID or Yellowstone Country region for larger or extended national ad buys including Better Homes &amp; Gardens, Midwest Living, Texas Monthly and several others.</p>	While ROI from print advertising is hard to track, we feel that it is an important component of a strong multi-media campaign. For shoulder seasons, we used Yellowstone as a base, but emphasized the opportunities West of the Park as well. For our winter campaigns, we changed the format from event driven advertising to include a destination message. This element also allowed us to cross promote with other winter activities, adding to our destination theme. During several events including Nordic Ski Races, Annual Snowmobile Expo and Kids'N'Snow, we had participants and/or spectators tell us that they saw our ad in newspapers, etc.	<p>Measurable objectives:</p> <ul style="list-style-type: none"> <li>3% increase (from July 2018- June 2019) in West Yellowstone Resort Tax Collections over the previous fiscal year.</li> <li>1% increase in occupied room nights (from July 2018- June 2019) over the previous fiscal year, as reported by West Yellowstone TBID collections.</li> <li>0.5% increase in recreational visitors using the west entrance to Yellowstone Park over a 5-year rolling average of west entrance visitation as reported by the National Park Service.</li> <li>10% increase (from July 2018- June 2019) over the previous fiscal year for online campaign landing page as entry point.</li> <li>2% increase in mobile traffic (from July 2018- June 2019) over the previous fiscal year.</li> </ul>	<p>One of our primary marketing strategies is to promote West Yellowstone as a family-friendly destination, in every season, to both traditional families and an ever increasing intergenerational niche. And, while it is critical to market to our historical niche markets, it is just as important to develop new products that appeal to different market segments or enhance existing ones. West Yellowstone has recognized that our biggest area of growth are the shoulder seasons (Spring/Fall), therefore we are committed to expanding the marketing of these seasons, while also adding to and enhancing our existing winter marketing campaigns.</p> <p>Aligns with our goals of:</p> <ul style="list-style-type: none"> <li>Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.</li> <li>Continuing to target our market as precisely as possible, assuring that our limited funding is spent to reach an</li> </ul>	\$35,000.00		Yes	

			<ul style="list-style-type: none"> <li>• <b>Out-of-home window or airport display.</b> This could include continuation of our Window Wrap Program cross-promoting seasons and activities; joint ventures with our entities for airport or national displays.</li> </ul>		<ul style="list-style-type: none"> <li>• 8% increase in social media followers (from July 2018- June 2019) over the previous fiscal year.</li> <li>• E-news goals: <ul style="list-style-type: none"> <li>◦ Increase subscribers by 5%</li> </ul> </li> </ul>	<p>audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit.</p> <ul style="list-style-type: none"> <li>• Continuing to expand our marketing potential by participating in partnerships with other tourism partners.</li> </ul>				
Consumer	Online/Digital Advertising	Yes	<p>All of our marketing campaigns are multi-media and include some online/digital component. Some campaigns rely more heavily on digital assets and advertising, due to the fact that their fans are more active online (as in the case of snowmobile and ice fishing).</p> <p>Online/digital advertising is especially effective in the shoulder seasons, when our campaigns can be weather dependent and need to be changed mid-campaign. Mobile campaigns are becoming increasingly important as 70% of visitors are utilizing their smartphones and devices.</p> <p>All of our printed maps, calendars and vacation planners are provided in pdf format for potential visitors to download/print from DestinationYellowstone.com.</p> <p><b>Potential Online Marketing includes, but is not limited to:</b></p> <ul style="list-style-type: none"> <li>• Pay per click, SEM &amp; SEO campaigns on Google, Yahoo, Bing, etc</li> <li>• National and Regional publication websites in conjunction with print campaigns</li> <li>• Banner and mobile ads in conjunction with other methods on sites like KSL.com, Salt Lake, SeattleTimes.com, NW Outdoors network and retargeting campaigns</li> <li>• Nordic Ski: skinnyski.com, fasterskier.com, nordicskiracer.com, skitraxx.com, skipost.com, crosscountryskiassociationofamerica.com</li> <li>• NAIFC Ice Fishing Tournament: banner ads and links on specific ice fishing/winter fishing informational websites, ice fishing equipment sponsors, ice fishing/winter fishing forums/blogs, fishyspot.com, .iceshanty.com, ice-fishing-central.com, www.bigfishstackle.com, icefishing247.com, icefishingchat.com</li> <li>• Snowmobile: SnoWest.com, Montana Snowmobile Association, Utah Snowmobile Association, WA Snowmobile Association, ID Snowmobile Association</li> </ul>	<p>The last several years we have increased the amount of online advertising we incorporate into our overall advertising campaigns, including MOTBD and Yellowstone Country joint venture programs, with above average ROI. Our digital campaigns that ran throughout FY18 returned above industry average results. Mobile and online banners saw CTR up to 4.4%. Our independent event websites including SkiRunBikeMT.com, Snowmobile Expo, and West Yellowstone Ice Fishing recorded increased traffic during campaigns as well. Registrations through the KidsNSnow.org website were full weeks before the actual event weekend, sometimes within 24 hours of registration opening.</p> <p>Advantages of using digital marketing:</p> <ul style="list-style-type: none"> <li>• With the use of programmatic digital campaigns we have been able to target our geographic and demographic markets, reaching those potential visitors who are most likely to convert.</li> <li>• We can repurpose digital content across multiple platforms</li> <li>• Digital marketing can have greater reach, higher engagement and lower cost per impression.</li> </ul>	<p>Measurable objectives:</p> <ul style="list-style-type: none"> <li>• 3% increase (from July 2018- June 2019) in West Yellowstone Resort Tax Collections over the previous fiscal year.</li> <li>• 1% increase in occupied room nights (from July 2018- June 2019) over the previous fiscal year, as reported by West Yellowstone TBID collections.</li> <li>• 0.5% increase in recreational visitors using the west entrance to Yellowstone Park over a 5-year rolling average of west entrance visitation as reported by the National Park Service.</li> <li>• 10% increase (from July 2018- June 2019) over the previous fiscal year for online campaign landing page as entry point.</li> <li>• 2% increase in mobile traffic (from July 2018- June 2019) over the previous fiscal year.</li> <li>• 8% increase in social media followers (from July 2018- June 2019) over the previous fiscal year.</li> <li>• E-news goals: <ul style="list-style-type: none"> <li>◦ Increase subscribers by 5%</li> <li>◦ Local emails (B2B): Increasing open rates to 35%, CTR to 20% and subscribers by 5%.</li> <li>◦ General/niche emails (B2C): Increasing open rates to 30%, CTR to 20%</li> </ul> </li> </ul>	<p>One of our primary marketing strategies is to promote West Yellowstone as a family-friendly destination, in every season, to both traditional families and an ever increasing intergenerational niche. And, while it is critical to market to our historical niche markets, it is just as important to develop new products that appeal to different market segments or enhance existing ones. We plan to continue to expand our shoulder season marketing campaigns, while also trying new avenues to enhance our existing winter marketing campaigns.</p> <p>Online/Digital advertising is a cost effective way to reach out to new markets and reach those potential visitors quicker. We can monitor response to messages and images and change them accordingly during the campaigns.</p> <p>Aligns with our goals of:</p> <ul style="list-style-type: none"> <li>• Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.</li> <li>• Continuing to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit.</li> <li>• Continuing to expand our marketing potential by participating in partnerships with other tourism partners.</li> </ul>	\$47,400.00		Yes	
Consumer	Social Media	Yes	<p>We utilize Social Media marketing to expand our virtual community of West Yellowstone participants and businesses using a variety of social networking sites and linkages. We plan to continue to further develop the West Yellowstone Chamber Facebook, Twitter, Pinterest and Instagram accounts to distribute information and publicize events. We constantly work to enhance content, photo, and video on social media and other travel-related sites such as Trip Advisor and Google, as well as web-based event calendars and publications. Working as</p>	<p>The FY18 objective was a 6% increase in social media followers over the previous year including Facebook and Twitter pages. Our records indicate that we will meet and exceed that objective, as well as demonstrate a consistent, year-over-year growth in our social media influence. By cross promoting on our multiple channels, we have a combined following on Facebook of over 80,000, with an extremely large</p>	<p>Measurable objectives:</p> <ul style="list-style-type: none"> <li>• 3% increase (from July 2018- June 2019) in West Yellowstone Resort Tax Collections over the previous fiscal year.</li> <li>• 1% increase in occupied room nights (from July 2018- June 2019) over the</li> </ul>	<p>West Yellowstone has realized that the power of social media is so much more than traffic to our website. It is brand awareness, and information source during crisis management. It plays a huge factor in marketing our destination events, and in addition to our general followers, it is also a way to target specific niches with pay per click advertising. West Yellowstone will</p>	\$10,000.00		Yes	

a community, we can dramatically raise the visibility and content of West Yellowstone on the internet.

The past three years we have held photo contests for visitors to enter to win swag so we could accumulate user generated content. We are continuing to work on a strategy to create selfie stations so that visitors can take advantage of our activities and scenery to create their own memories, while also promoting West Yellowstone through photos and video.

We also offer to train our members through workshops to better understand and utilize their social platforms, and encourage them to follow and share our content.

As content creation, distribution and management has become more time consuming, we have recognized the possible need to add personnel to assist with website, social media and e-news content management. If funds allow, we may add a part-time staffer to assist in these components, giving our Marketing Director the necessary time to focus on placements and new media that will serve our needs in the best possible way. This position would also be funded from website and electronic advertising line items as it will incorporate all facets.

#### Social Media Strategies

- Continue to expand and encourage a networked virtual community of West Yellowstone participants and businesses using a variety of social networking sites and linkages.
- Further develop the West Yellowstone Facebook, Twitter, Instagram and Pinterest accounts to promote our West Yellowstone website, distribute information and publicize events.
- Use of new social media avenues as they become applicable to a business or tourism situation.
- Enhance content and photo offerings on travel-related and events-information sites such as Trip Advisor, Google Maps, Google Places, and Yelp.

reach and nearly 50% engagement on many posts.

Our overall increase for social media followers is currently at 13.5%. Breaking down as:

- Twitter = 6% increase
- Facebook = 10% increase
- Instagram = 36% increase
- Pinterest – 2% increase

Below are our current social media statistics:

- **"West Yellowstone Chamber"** Facebook – 9,171 followers
- **"Visit West Yellowstone"** TBID Facebook – 59,439 followers
- **"West Yellowstone Montana Visitor Center"** Pinterest – 833 followers
- **@destination.yellowstone** Instagram: 290 followers
- **@DestYellowstone** Twitter- 5,770 followers
- **"West Yellowstone Snowmobiling"** Facebook – 8,743 followers
- **"Snowmobile EXPO"** Facebook – 2,401 followers
- **"Kids'N'Snow"** Facebook- 435 followers
- **Rendezvous SkiTrails** Facebook – 2,731 followers

previous fiscal year, as reported by West Yellowstone TBID collections.

- 0.5% increase in recreational visitors using the west entrance to Yellowstone Park over a 5-year rolling average of west entrance visitation as reported by the National Park Service.
- 10% increase (from July 2018- June 2019) over the previous fiscal year for online campaign landing page as entry point.
- 2% increase in mobile traffic (from July 2018- June 2019) over the previous fiscal year.
- 8% increase in social media followers (from July 2018- June 2019) over the previous fiscal year.
- E-news goals:
  - Increase subscribers by 5%
  - Local emails (B2B): Increasing open rates to 35%, CTR to 20% and subscribers by 5%.
  - General/niche emails (B2C): Increasing open rates to 30%, CTR to 20%

continue to enhance our content for our social media channels, utilizing a content calendar focusing on important dates like the opening and closing dates of Yellowstone Park, and promoting our destination events and information related to these events. Whenever possible, we include links back to DestinationYellowstone.com or event websites, which increased our ability to track our ROI. Facebook, Twitter and Pinterest accounts area already created and maintained for the WY Chamber, Kids'N'Snow, Snowmobile Events and Ice Fishing. Rendezvous Ski Trails and events have created their own social media channels and we regularly share content from these sources.

We have been researching and working with community partners to develop a WeChat strategy and presence for our Pacific Rim and other eventually other countries like India, Europe and Africa who utilize this platform as their main form of online communications and information service. We hope to build out a WeChat page and content during FY19.

In 2017 our board of directors recognized a need to communicate more effectively with our community and visitors. It had become one of our goals to create an electronic text push service. This service works off of an opt-in subscriber base much like emails and will utilize an established cloud software subscription that allows us to set up predefined numbers and keywords that visitors and incoming travelers text a request for information. That information will pull content from our website and push it back out to the travelers so they know current weather and road information, lodging and restaurants that are open, etc. We can also push out information like road delays or wildfire information to subscribers. As we researched and tested some services, AI (artificial intelligence) began to emerge and the use of Chatbots in conjunction with the texting service has come to fruition. If funds allow, we feel that implementing the two components together would be most beneficial and best use of our funds to stay at the forefront of communications. Part of this method will also be funded from electronic advertising and website line items as it will incorporate all facets.

Aligns with our goals of:

- Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.
- Continuing to target our market as precisely as

						possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit.					
Consumer	Electronic Adv - Newsletter, E-blast	Yes	<p>West Yellowstone plans to continue to utilize our growing email database by sending out regular e-newsletters promoting our lodging and amenities, plus sending out timely e-blasts for specific events and news. In the past we have utilized our emails for our destination events including the Annual Snowmobile Expo, Kids'N'Snow and Cross Country Ski Races. These blasts can be targeted at either participants or spectators. We utilize Mail Chimp to manage and create our email database. The emails always have an opt-out option, and adhere to current legal requirements for security. They also contain direct links back to landing pages on DestinationYellowstone.com and event websites. We have created and update templates for each list we maintain, as well as our weekly and monthly e-blasts to create a consistent look and feel across our communications.</p> <p>In 2017 our board of directors recognized a need to communicate more effectively with our community and visitors. It had become one of our goals is to create an electronic text push service. This service works off of an opt-in subscriber base much like emails and will utilize an established cloud software subscription that allows us to set up predefined numbers and keywords that visitors and incoming travelers text a request for information. That information will pull content from our website and push it back out to the travelers so they know current weather and road information, lodging and restaurants that are open, etc. We can also push out information like road delays or wildfire information to subscribers. As we researched and tested some services, AI (artificial intelligence) began to emerge and the use of Chatbots in conjunction with the texting service has come to fruition. If funds allow, we feel that implementing the two components together would be most beneficial and best use of our funds to stay at the forefront of communications. Part of this method will also be funded from social media and website line items as it will incorporate all facets.</p> <p>As content creation, distribution and management has become more time consuming, we have recognized the possible need to add personnel to assist with website, social media and e-news content management. If funds allow, we may add a part-time staffer to assist in these components, giving our Marketing Director the necessary time to focus on placements and new media that will serve our needs in the best possible way. This position would also be funded from social media and website line items as it will incorporate all facets.</p> <p>Our strategy includes, but is not limited to:</p> <ul style="list-style-type: none"> <li>Continuing to collect emails and collate them into an online database: This will be done in conjunction with our electronic newsletters.</li> <li>Sending out electronic newsletters profiling upcoming events, specific specials and "hot deals". We share this list with TBID and coordinate regularly scheduled e-blasts to our general leads as well as event/campaign specific lists.</li> </ul>	<p>We are able to track our ROI for e-newsletters and e-blasts with our subscription to Mail Chimp. Our emails have a combined open rate over 35% and high CTR.</p> <p>Every month, our subscriber base continues to grow, with the majority of subscribers being organic through our website and visitor center registrations. Our current active subscriber list is nearly 26,000.</p> <p>Recent articles from smartinsights.com have stressed the importance of incorporating email marketing into multi-media campaigns. Highlights of released studies:</p> <ul style="list-style-type: none"> <li>Email receives 30 times return on investment on average</li> <li>In many sectors that is usually in the top 3 most effective channels driving website visits leads and</li> <li>Email marketing delivers far higher volumes than PPC (9%) or display (8%)</li> </ul>	<p>Measurable objectives:</p> <ul style="list-style-type: none"> <li>3% increase (from July 2018- June 2019) in West Yellowstone Resort Tax Collections over the previous fiscal year.</li> <li>1% increase in occupied room nights (from July 2018- June 2019) over the previous fiscal year, as reported by West Yellowstone TBID collections.</li> <li>0.5% increase in recreational visitors using the west entrance to Yellowstone Park over a 5-year rolling average of west entrance visitation as reported by the National Park Service.</li> <li>10% increase (from July 2018- June 2019) over the previous fiscal year for online campaign landing page as entry point.</li> <li>2% increase in mobile traffic (from July 2018- June 2019) over the previous fiscal year.</li> <li>8% increase in social media followers (from July 2018- June 2019) over the previous fiscal year</li> <li>E-news goals: <ul style="list-style-type: none"> <li>Increase subscribers by 5%</li> <li>Local emails (B2B): Increasing open rates to 35%, CTR to 20% and subscribers by 5%.</li> <li>General/niche emails (B2C): Increasing open rates to 30%, CTR to 20%</li> </ul> </li> </ul>	<p>One of our primary marketing strategies is to promote West Yellowstone as a family-friendly destination, in every season, to both traditional families and an ever increasing inter generational niche. And, while it is critical to market to our historical niche markets, it is just as important to develop new products that appeal to different market segments or enhance existing ones. West Yellowstone has recognized that our biggest area of growth are the shoulder seasons (Spring/Fall), therefore we are allocating funds to increase the marketing of these seasons, while also adding to and enhancing our existing winter marketing campaigns.</p> <p>Aligns with our goals of:</p> <ul style="list-style-type: none"> <li>Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.</li> <li>Continuing to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit.</li> <li>Continuing to expand our marketing potential by participating in partnerships with other tourism partners.</li> </ul>	\$10,000.00		Yes		

			<ul style="list-style-type: none"> <li>Pushing out information to our local businesses and organizations so they are better prepared to exceed our visitor's expectations.</li> </ul> <p>Providing current and pertinent information to travelers while en-route and once they arrive.</p>								
Consumer	Radio & Television Advertising	Yes	<p>With a limited budget, we seldom use Accommodations Tax Funds for radio or TV, but if the opportunity arises that we can partner with other funding sources or organizations to promote West Yellowstone and destination events, we would like to be able to participate if funds allow.</p> <p>In the past we have funded radio and TV spots for Kids'N'Snow, Snowmobile EXPO and Ice Fishing events.</p>	<p>While TV and radio advertising is hard to track ROI, West Yellowstone still believes that it is an important component in our multi-media campaigns. With the knowledge that video and viral content is increasing in popularity in marketing, we will continue to incorporate it into our marketing as funds allow, and requests meet our preset criteria.</p>	<p>Measurable objectives:</p> <ul style="list-style-type: none"> <li>3% increase (from July 2018- June 2019) in West Yellowstone Resort Tax Collections over the previous fiscal year.</li> <li>1% increase in occupied room nights (from July 2018- June 2019) over the previous fiscal year, as reported by West Yellowstone TBID collections.</li> <li>0.5% increase in recreational visitors using the west entrance to Yellowstone Park over a 5-year rolling average of west entrance visitation as reported by the National Park Service.</li> <li>10% increase (from July 2018- June 2019) over the previous fiscal year for online campaign landing page as entry point.</li> <li>2% increase in mobile traffic (from July 2018- June 2019) over the previous fiscal year.</li> <li>8% increase in social media followers (from July 2018- June 2019) over the previous fiscal year.</li> </ul>	<p>West Yellowstone recognizes that used for the right circumstances and regional context that radio and TV can be an important component to our multi-media campaigns.</p> <p>Aligns with our goals of:</p> <ul style="list-style-type: none"> <li>Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.</li> <li>Continuing to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit.</li> <li>Continuing to expand our marketing potential by participating in partnerships with other tourism partners.</li> </ul>	\$100.00			Yes	
Consumer	Website/Internet Development/Updates	Yes	<p>Our website is one of our most important marketing tools, so we feel this is one of our most important, if not the most important method to maintain our market share.</p> <p>Our website/internet dev/updates method strategy is to use maintenance, content development and integration of mobile &amp; web cam applications for our current website to stay competitive in the market.</p> <p>As technology and mobile access continues to increase, we feel that our website has to do so as well to meet the expectations of the users. In FY17, we refreshed the look and navigation of the site integrating our social channels, along with video and a blog. In FY18, we participated in MOTBD joint ventures to drive traffic to our website and add evergreen content. In FY19, we will continue to enhance and create new content to keep the site fresh and up-to-date to keep our users engaged. We will also be sending out an RFP for maintenance, as our current contract is ending.</p> <p>In this method, we have also included the maintenance, updates &amp; content development for some of our segment sites including Kids'N'Snow and Snowmobile Expo. Content creation and updates for these sites, creates consistency across our marketing campaigns and increases referral traffic to DestinationYellowstone.com.</p> <p>As content creation, distribution and management has become more time consuming, we have</p>	<p>Comparing our metrics to date to the same time period in the prior fiscal year, we have increased our website sessions, time on site and traffic to landing pages, while decreasing bounce rate. Our mobile traffic is also tracking ahead of this time last year.</p> <p>According to the Annual ITRR report,, of visitors who spent at least one night in West Yellowstone, online resources, including websites, apps, maps and trail reports remain high on the items used by visitors both planning their trip and while here.</p> <p>Recent Google reports revealed:</p> <ul style="list-style-type: none"> <li>80% of travelers use the internet to plan their trip. The internet is used as a primary method of trip planning and inspiration.</li> <li>More than 60% of travelers spend more time researching because they are interested in finding the best value.</li> <li>Overall, 1 in 4 travelers used their smartphones to make bookings. On both</li> </ul>	<p>Measurable objectives:</p> <ul style="list-style-type: none"> <li>10% increase (from July 2017 -June 2018) over the prior year (July 2016 -June 2017) for online campaign landing page as entry point.</li> <li>2% increase in mobile traffic (from July 2017 -June 2018) over the prior year (July 2016 - June 2017).</li> </ul>	<p>Potential visitors are planning their vacations online more than ever. Our website, www.DestinationYellowstone.com is our primary marketing tool for distributing information to prospective and on-site travelers. In order to stay competitive, we need to maintain, update and develop new content and technology integrated with our website, including responsive designs, web cams and other applications. We will do this through routine maintenance, development and integrating mobile and web cam applications.</p> <p>All of our segment sites including westyellowstoneicefishing.com, snowmobileexpo.com, kidsnsnow.org skirunbiketm.com and wysleddoglaces.com are hosted independently, but are the highest ranking referral sites for DestinationYellowstone.com. We feel that, by incorporating updates and content creation for these sites into our overall campaigns, helps to enhance and all sites, contribute to our</p>	\$40,000.00			No	

recognized the possible need to add personnel to assist with website, social media and e-news content management. If funds allow, we may add a part-time staffer to assist in these components, giving our Marketing Director the necessary time to focus on placements and new media that will serve our needs in the best possible way. This position would also be funded from social media and electronic advertising line items as it will incorporate all facets.

**Maintenance Tasks (not all inclusive)**

- Ensure that the website is up (on-line) and functioning.
- Check that the website is on-line and refresh cache as needed.
- Working navigation to key pages.
- Verify search functions working for lodging/campgrounds.
- On a monthly basis, check that links to all pdf's and embedded text links are functioning.
- Test contact form, pdf download and e-newsletter links (and auto responses) are working.
- Check on links to webcams.
- Check that snowmobile and cross country ski trail reports are loading.
- Check Trip Planner is functioning and send a test email to check auto-response.
- Check all external linking from the website.
- Check all links to social media and ensure that posts are loading and updating appropriately.
- Responsible for updating WYCC business listings and descriptions.
- Responsible for approving new/revised WYCC business listings and descriptions.
- Responsible for approving new/revised calendar of event submissions.
- Assist in approving new/revised specials/coupons.
- Responsible for web site content creation and upload.
- Update revised content.
- Add new member listings.
- Add new content as available to existing sections.
- Review content for keyword density.
- Add new secondary pages for play section.
- Update content with new or revised keywords/keyword phrases.
- Add new attachments (maps, etc.).
- Work with TBID administrator as needed for website maintenance and enhancements.
- Work with WYCC snowmobile events committee for website content creation, schedule updates, maintenance and enhancements of [www.snowmobileexpo.com](http://www.snowmobileexpo.com).
- Responsible for photo, video, and imaging website updates.
- Change photo sequencing as needed.
- Add new photos to enhance existing listings (calendar, secondary pages, news stories).
- Alt tags should be loaded with all new images.
- Upload video clips.
- Training: work with WYCC members (existing and new inquiries) on how to complete forms (business listing and specials).
- Work with WYCC members and community on how to complete the event submission form.
- Train VIC staff on website (where & what information, links, attachments, etc.). Train staff on responding to the contact form (scripts for standard responses) and audit as needed. Train staff on updating snowmobile and cross country ski reports.
- Work with Marketing on Google Analytics (reports to run) and tracking.
- Work with Marketing on development of meta- and alt-tags (initial and then revisions).

smartphones and tablets, websites were accessed more compared to apps.

- International visitors are extremely reliant on internet and smart device access while traveling. In 2015, smart device access finally overtook desktop access. Therefore, making sure our website is fast loading and continually responsive is important.

overall goals and create consistency across campaigns.

This aligns with our goals of:

- Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.
- Continuing to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit.

			<ul style="list-style-type: none"> <li>Work with Marketing on linking strategy (developing/correcting in-bound links, embedded website links, external links from the website).</li> <li>Run organic search checks on Google, Bing, and Yahoo for keywords/long-tail phrases and document standing.</li> <li>Website Analytics and Marketing Interface.</li> </ul> <p><b>Development:</b> Identify possible new applications and technology integrations and incorporate these into our website. This could include:</p> <ul style="list-style-type: none"> <li>Design, develop and implement additional buttons and/or pages to our web site as promotions and opportunities arise.</li> </ul> <p><b>Technology Enhancements:</b></p> <ul style="list-style-type: none"> <li>Update the pdf of our Guidebook and other resources on our website, enable RSS feeds, upload podcasts, and additional YouTube videos</li> <li>Creating and enhancing more mobile-friendly resources on the website</li> <li>Incorporating the SMS Text Messaging Service and Chatbot</li> </ul> <p><b>Web Cam:</b> Our webcam has a dedicated transmission connection. Our strategy includes monthly maintenance and hosting costs.</p>							
Consumer	Photo/Video Library	Yes	<p>It is important to represent our destination through vivid, eye-catching images. It is also very important to have current images for niche activities like ski, snowmobile and fishing where clothing and products continue to change and become outdated after 2-3 years. This requires continuously adding new images so we are always rotating new images in for old ones. To do this, the West Yellowstone CVB plans to utilize the network of local photographers and partners who graciously allow us to use their photographs and videos at no or low cost for marketing purposes including print, online, website and social media.</p> <p>The West Yellowstone CVB would also like to have funds to hire a photographer for more specific photo opportunities including 360 video, seasonal and niche activity/event footage.</p> <p>Every so often, we have requests from niche shows that film in the area; many times it is only for assistance in locations and communications with members. Other times they request production funding, and in return, we request B roll footage and links to all airings to use for social media and visitor center screens.</p>	<p>Because people respond visually to content, simply adding a relevant photo to your print, online and social media campaigns can grab someone's attention. Brilliant images can increase engagement and traffic to the website. Videos have an even higher rate of engagement.</p> <p>These images need to be current and relevant to the destination, therefore replacing and updating images on a regular basis is important to the marketing of a location like West Yellowstone.</p> <p><b>Research has shown that including images and video in marketing is important for some of the following reasons:</b></p> <ul style="list-style-type: none"> <li>When people hear information, they're likely to remember only 10% of that information three days later. However, if a relevant image is paired with that same information, people retained 65% of the information three days later.</li> <li>Using the word "video" in an email subject line boosts open rates by 19% and click-through rates by 65%</li> <li>Eye-tracking studies show internet readers pay close attention to information-carrying images. In fact, when the images are relevant, readers spend more time looking at the images than they do reading text on the page.</li> <li>Tweets with images receive 150% more retweets than tweets without images.</li> <li>In an analysis of over 1 million articles, BuzzSumo found that articles with an image once every 75-100 words received double the social media shares as articles with fewer images.</li> </ul>	<p>Measurable objectives:</p> <ul style="list-style-type: none"> <li>3% increase (from July 2018- June 2019) in West Yellowstone Resort Tax Collections over the previous fiscal year.</li> <li>1% increase in occupied room nights (from July 2018- June 2019) over the previous fiscal year, as reported by West Yellowstone TBID collections.</li> <li>0.5% increase in recreational visitors using the west entrance to Yellowstone Park over a 5-year rolling average of west entrance visitation as reported by the National Park Service.</li> <li>10% increase (from July 2018- June 2019) over the previous fiscal year for online campaign landing page as entry point.</li> <li>2% increase in mobile traffic (from July 2018- June 2019) over the previous fiscal year.</li> <li>8% increase in social media followers (from July 2018- June 2019) over the previous fiscal year.</li> </ul>	<p>For West Yellowstone, it is important to set our destination apart from other parts of the state and even the country. We plan to have some photos and videos set up so that our mountains and other unique natural features are prominent in the images. Other images may pertain to activities and events that only happen in West Yellowstone.</p> <p>Aligns with our goals of:</p> <ul style="list-style-type: none"> <li>Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.</li> <li>Continuing to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit.</li> </ul>	\$15,000.00			No

				<ul style="list-style-type: none"> <li>You get 37% higher engagement on Facebook if you use a visual.</li> <li>Organic Facebook engagement is highest on posts with videos (13.9%) and photos (13.7%).</li> <li>Articles with images get 94% more views than their visual-lacking counterparts.</li> <li>4x more people would rather watch a video review of a product than read a review</li> </ul>							
Consumer	Joint Ventures	Yes	<p>We try to take advantage of joint venture marketing programs with MOTBD, Yellowstone Country and community partners when our budget allows. In the past these projects have included print and online advertising buys and research.</p> <p>Starting in FY16, we have partnered with Visit Utah to become a part of the Yellowstone Loop marketing group, that also includes other Park Gateway communities and those along the travel route between Salt Lake and Yellowstone. For a small investment, the partners are able to market to international and domestic markets online and in print. Representatives were sent to the two largest consumer shows in the world in Europe, and we participated and hosted FAM tours that included receptives and partners from the areas included in the marketing campaign, including Canada, Germany, UK, China and US. Digital campaigns are currently running in all markets. We would like to continue with this program and build on the return we are already seeing.</p> <p>Other joint venture opportunities may come about as community projects and events, or with other marketing regions and organizations in neighboring states. West Yellowstone is allocating funds because we feel that being able to work with other private and public entities strengthens our community message and allows us to stretch our marketing funds to reach larger markets.</p>	<p>West Yellowstone is in a good position, both physically and logistically to partner with many different entities to promote our community and state. Being located at the West Entrance to Yellowstone National Park is a great benefit that brings many opportunities our way. Yellowstone National Park is at the top of international travelers' lists, and many of those travelers come into the West Coast or Salt Lake City and travel through Idaho to reach the West Gate. These are the visitors we want to capture. With the ever-increasing number of international travelers (our fastest growing market), we need to figure out creative and cost efficient ways to market. That is where partnerships come in.</p> <p>We have found that by partnering with organizations like Yellowstone Teton Territories in Idaho, the benefits are exponential, including additional print and online presence. We are also represented at meetings and consumer shows in the region and beyond. Things we could not achieve with our smaller budget. Organizations like this that have an email base of 400,000 subscribers extends our reach.</p> <p>These larger groups have asked us to give presentations and provide information about our area and Yellowstone Park for meetings and publications, as well as websites. These partnerships will become increasingly important as our funding structure changes and demographics of our visitors change. Marketing to international markets is expensive and labor intensive. With multiple partners combining efforts, funds and materials the opportunities increase to reach these markets.</p>	<p>Measurable objectives:</p> <ul style="list-style-type: none"> <li>3 increase (from July 2018- June 2019) in West Yellowstone Resort Tax Collections over the previous fiscal year.</li> <li>1% increase in occupied room nights (from July 2018- June 2019) over the previous fiscal year, as reported by West Yellowstone TBID collections.</li> <li>0.5% increase in recreational visitors using the west entrance to Yellowstone Park over a 5-year rolling average of west entrance visitation as reported by the National Park Service.</li> <li>10% increase (from July 2018- June 2019) over the previous fiscal year for online campaign landing page as entry point.</li> <li>2% increase in mobile traffic (from July 2018- June 2019) over the previous fiscal year.</li> <li>8% increase in social media followers (from July 2018- June 2019) over the previous fiscal year.</li> <li>E-news goals: <ul style="list-style-type: none"> <li>Increase subscribers by 5%</li> <li>Local emails (B2B): Increasing open rates to 35%, CTR to 20% and subscribers by 5%.</li> <li>General/niche emails (B2C): Increasing open rates to 30%, CTR to 20%</li> </ul> </li> </ul>	<p>One of our primary marketing strategies is to promote West Yellowstone as a family-friendly destination, in every season, to both traditional families and an ever increasing intergenerational niche. And, while it is critical to market to our historical niche markets, it is just as important to develop new products that appeal to different market segments or enhance existing ones.</p> <p>Aligns with our goals of:</p> <ul style="list-style-type: none"> <li>Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.</li> <li>Continuing to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit.</li> <li>Continuing to expand our marketing potentially participating in partnerships with other tourism partners.</li> </ul>	\$20,000.00		Yes		
Consumer	Printed Material	Yes	<p>We plan to use traditional printed materials in combination with new digital and mobile options to gain the best ROI for our efforts. We find that printed materials are good for brand recognition and support for our over marketing campaigns, especially those for events. These materials are used daily by our</p>	<p>While ROI from print is hard to track, we feel that it is an important component of a strong multi-media campaign. Many of our visitors ask for materials once they land, and we receive requests from those</p>	<p>Measurable objectives:</p> <ul style="list-style-type: none"> <li>3% increase (from July 2018- June 2019) in West Yellowstone Resort Tax Collections</li> </ul>	<p>One of our primary marketing strategies is to promote West Yellowstone as a family-friendly destination, in every season, to both traditional families and an ever increasing intergenerational</p>	\$7,500.00		No		

			<p>Visitor Center staff as resources for visitors. The Visitor Center is the main source of distribution for these materials as well. Additionally, all printed maps and materials are made available electronically on our website DestinationYellowstone.com and via email to our network.</p> <p>Printed materials could include, but are not limited to:</p> <ul style="list-style-type: none"> <li>• <b>Winter &amp; Warm Season Calendars:</b> Up to 2,500 Calendar of events fold-over flyer or rack card formats, glossy stock as well as 11"x17" single sided posters for winter. Up to 150 11"x17" single sided posters for spring/summer events. Online versions will be available on our website and partner sites as well.</li> <li>• <b>Posters and flyers:</b> 8 ½" X 11" and 11"x17" single sided color flyers displayed in bathroom stall holders featuring activities and events throughout upcoming (or alternate) seasons (e.g., Rendezvous Race, Yellowstone Ski Festival, Annual Snowmobile EXPO, Kids'N'Snow, Yellowstone Rendezvous Race, Old Faithful Cycle Tour, etc. ). 24" X 36" posters with foam backing with fall and winter activity images printed on gloss as needed.</li> <li>• <b>Trail Maps:</b> Including OHV/ATV, All season ski/snowshoe/hike/bike, disc golf and Snowmobile. Sizes vary slightly, but fold down into approx. 5.5"x8.5". Distributed primarily through our private sector and our Visitors Center, per email, and some will also be distributed to area snowmobile/ski/bike shops and taken to consumer shows. We will also convert the maps to an electronic .pdf and upload to websites and make available for download.</li> <li>• <b>"West of Yellowstone Park" Map:</b> This map features scenic driving routes outside of Yellowstone National Park near West Yellowstone where visitors can view various species of wildlife in the spring and fall. We will update and print an 11 X 17" full color two side's tear-off map, along with an electronic (.pdf) version in FY19 if needed. We try to print enough to last two years.</li> <li>• <b>Postcards, Flyers, Mailers</b> for contests and lead follow up.</li> <li>• <b>Out-of-home window or airport display.</b> This could include continuation of our Window Wrap Program cross-promoting seasons and activities; joint ventures with our entities for airport or national displays.</li> </ul>	<p>planning their trips daily. For shoulder seasons, we use Yellowstone as a base, but emphasize the opportunities "West of the Park" as well. For our winter campaigns, we incorporate event driven advertising with a destination message. Many of our local businesses take our printed materials to consumer shows that they attend throughout the year, emphasizing West Yellowstone as a year-round destination with a multitude of amenities, activities and events.</p>	<p>over the previous fiscal year.</p> <ul style="list-style-type: none"> <li>• 1% increase in occupied room nights (from July 2018- June 2019) over the previous fiscal year, as reported by West Yellowstone TBID collections.</li> <li>• 0.5% increase in recreational visitors using the west entrance to Yellowstone Park over a 5-year rolling average of west entrance visitation as reported by the National Park Service.</li> <li>• 10% increase (from July 2018- June 2019) over the previous fiscal year for online campaign landing page as entry point.</li> <li>• 2% increase in mobile traffic (from July 2018- June 2019) over the previous fiscal year.</li> <li>• 8% increase in social media followers (from July 2018- June 2019) over the previous fiscal year.</li> </ul>	<p>niche. And, while it is critical to market to our historical niche markets, it is just as important to develop new products that appeal to different market segments and enhance existing ones.</p> <p>West Yellowstone's biggest area of growth still remains the shoulder seasons (Spring/Fall) and Winter, therefore we try to continue to expand the marketing of these seasons, while also adding to and enhancing our existing marketing campaigns.</p> <p>Aligns with our goals of:</p> <ul style="list-style-type: none"> <li>• Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.</li> <li>• Continuing to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit.</li> <li>• Continuing to expand our marketing potentially participating in partnerships with other tourism partners.</li> </ul>				
Consumer	Opportunity Marketing	Yes	<p>Marketing opportunities that might not be recognized at the time of submitting our FY19 Marketing Plan, may become available or may be necessary to due unforeseen circumstances like natural disasters or government policies out of our control.</p> <p>This line item allows us to allocate funds that can be available as these opportunities present themselves.</p>	<p>In the past, we have utilized opportunity funds for consumer shows with partners including TBID, to assist with travel and production expenses for celebrities and press to cover local niche events, promote new events like the National Ice Fishing Tournament, and create out-of-home multi-media campaigns.</p> <p>Many of these campaigns and events proved successful and even continue to this day as part of our annual plan.</p>	<p>Measurable objectives:</p> <ul style="list-style-type: none"> <li>• 3% increase (from July 2018- June 2019) in West Yellowstone Resort Tax Collections over the previous fiscal year.</li> <li>• 1% increase in occupied room nights (from July 2018- June 2019) over the previous fiscal year, as reported by West Yellowstone TBID collections.</li> <li>• 0.5% increase in recreational visitors using the west entrance to Yellowstone Park over a 5-year rolling average of west entrance visitation as reported by the National Park Service.</li> </ul>	<p>Aligns with our goals of:</p> <ul style="list-style-type: none"> <li>• Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.</li> <li>• Continuing to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit.</li> <li>• Continuing to expand our marketing potential by participating in partnerships with other tourism partners.</li> </ul>	\$1,500.00			No

					<ul style="list-style-type: none"> <li>10% increase (from July 2018- June 2019) over the previous fiscal year for online campaign landing page as entry point.</li> <li>2% increase in mobile traffic (from July 2018- June 2019) over the previous fiscal year.</li> <li>8% increase in social media followers (from July 2018- June 2019) over the previous fiscal year.</li> </ul>					
Consumer	Billboards/Out-of-Home	Yes	<p>Marketing opportunities that encompass larger and unique buys like transit system signs and wraps, electronic billboards in key markets, airport displays and others would fall into this method.</p> <p>At this time, we do not have specific buys or markets developed, but this line item allows us to allocate funds that can be available as these opportunities present themselves.</p>	<p>In the past, we have utilized out-of-home multi-media campaigns in key markets like Utah in their Transit systems. These campaigns have been successful and we would like to incorporate them again, possibly in conjunction with other community partners, region or CVBs.</p>	<p>Measurable objectives:</p> <ul style="list-style-type: none"> <li>3% increase (from July 2018- June 2019) in West Yellowstone Resort Tax Collections over the previous fiscal year.</li> <li>1% increase in occupied room nights (from July 2018- June 2019) over the previous fiscal year, as reported by West Yellowstone TBID collections.</li> <li>0.5% increase in recreational visitors using the west entrance to Yellowstone Park over a 5-year rolling average of west entrance visitation as reported by the National Park Service.</li> <li>10% increase (from July 2018- June 2019) over the previous fiscal year for online campaign landing page as entry point.</li> <li>2% increase in mobile traffic (from July 2018- June 2019) over the previous fiscal year.</li> <li>8% increase in social media followers (from July 2018- June 2019) over the previous fiscal year.</li> </ul>	<p>Aligns with our goals of:</p> <ul style="list-style-type: none"> <li>Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.</li> <li>Continuing to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit.</li> <li>Continuing to expand our marketing potential by participating in partnerships with other tourism partners.</li> </ul>	\$1,500.00		No	
Marketing Support	Administration						\$53,400.00			No
Marketing Support	TAC/Governor's Conference meetings						\$3,000.00			No
Marketing Support	Fulfillment/Telemarketing	Yes	<p>This method encompasses the cost of distribution of the West Yellowstone Vacation Planner through shipping directly from our printer, Fed Ex, drive distribution and mail from direct referrals.</p> <p>It is our plan to have the following Centers included in this distribution of our Vacation Planner. Others may be included as calls are received and supplies warrant.</p> <ul style="list-style-type: none"> <li><b>Montana:</b> Anaconda, Dillon, Big Fork, Hardin, Miles City, Big Sky, Billings, Hamilton, Boulder, Bozeman, Butte, Chinook, Cooke City, Culbertson, Ennis, Fort Benton, Gardiner, Great Falls, Havre, Hardin, Helena, Kalispell, Lewistown, Libby, Livingston, Lolo, Miles City, Missoula, Philipsburg, Red Lodge, Shelby, Columbus, Three Forks, Whitefish, Virginia &amp; Nevada Cities, Belgrade &amp; Wibaux</li> </ul>	<p>The Annual ITRR reports show Visitor Guide use still ranks high in the pre-trip planning process and even higher once visitors arrive. DMA West released a report from a study done in conjunction with Destination Analysts regarding DMO Visitor Guides that support this information as well. Some of the highlights follow:</p> <p><b>Reasons for Ordering Guides:</b></p> <ul style="list-style-type: none"> <li>to help plan their vacation (53.4%),</li> <li>to review information about the destination (47.8%)</li> <li>to have a guide to take on their trip (44.6%).</li> </ul>	<p>Measurable objectives:</p> <ul style="list-style-type: none"> <li>3% increase (from July 2018- June 2019) in West Yellowstone Resort Tax Collections over the previous fiscal year.</li> <li>1% increase in occupied room nights (from July 2018- June 2019) over the previous fiscal year, as reported by West Yellowstone TBID collections.</li> <li>0.5% increase in recreational visitors using the west entrance to</li> </ul>	<p>Demand for West Yellowstone's Vacation Planner by Visitors Centers around the area remains high. In 2017 (post-centennial), we printed 45,000 copies and had very few left. Several out of state distribution points ran out and requested more as well. We consider providing information for these guests bound for West Yellowstone as an important part of our marketing efforts. We also increase our level of respect and cooperation because we build relationships with other Chambers and CVB's and we enhance their ability to help guests by providing the requested information.</p>	\$5,000.00		No	



			<p>and the West Yellowstone Tourism Improvement District (TBID). The West Yellowstone Chamber provides the required high speed internet access, workers comp, the building and building maintenance. The Town of West Yellowstone supplies restroom maintenance and supplies, lawn and parking lot maintenance, as well as support of staffing.</p> <p>We will work with our partners (state, region, and local) to continue to educate our VIC staff on the social and economic importance of the tourism industry in the local area, region, and state. We will also educate the staff about the multitude and vast variety of experiences available.</p> <p>The staff will receive training on how to use our marketing tools (website, electronic resources and Vacation Planner) to best leverage all avenues of communications and promotions.</p>	<p>current FY to date the Visitor Center has serviced nearly 130,000 visitors. Visitors were recorded from over 45 countries and all 50 states. The VIC staff also answers phone calls and email requests for information.</p> <p>By having the interaction with visitors we, many times a day, increase the quality of guests' experience (i.e., an activity they hadn't known of or planned), length of stay and the potential for a return visit to the West Yellowstone area and, as well, visits by their friends and family.</p>	<p>Resort Tax Collections over the previous fiscal year.</p> <ul style="list-style-type: none"> <li>1% increase in occupied room nights (from July 2018- June 2019) over the previous fiscal year, as reported by West Yellowstone TBID collections.</li> <li>0.5% increase in recreational visitors using the west entrance to Yellowstone Park over a 5-year rolling average of west entrance visitation as reported by the National Park Service.</li> <li>10% increase (from July 2018- June 2019) over the previous fiscal year for online campaign landing page as entry point.</li> <li>2% increase in mobile traffic (from July 2018- June 2019) over the previous fiscal year.</li> <li>8% increase in social media followers (from July 2018- June 2019) over the previous fiscal year.</li> <li><b>E-news goals:</b> <ul style="list-style-type: none"> <li>Increase subscribers by 5%</li> <li>Local emails (B2B): Increasing open rates to 35%, CTR to 20% and subscribers by 5%</li> <li>General/niche emails (B2C): Increasing open rates to 30%, CTR to 20%</li> </ul> </li> <li><b>Electronic Advertising (E-blasts):</b> <ul style="list-style-type: none"> <li>Increase subscribers by 5%</li> <li>Local emails (B2B): Increasing open rates to 35%, CTR to 20% and subscribers by 5%.</li> <li>General/niche emails (B2C): Increasing open rates to 30%, CTR to 20%</li> </ul> </li> <li><b>Texting/Chat Program:</b> <ul style="list-style-type: none"> <li>50% of our local lodging partners displaying and utilizing program materials provided.</li> </ul> </li> </ul>	<p>Center is utilized by the majority of visitors once they reach West Yellowstone. Our destination marketing efforts bring visitors to or through West Yellowstone via Yellowstone Park. However, our VIC staff has the ability to impact length of stay and quality of experience many times, each and every day.</p> <p>This aligns with our goals of:</p> <ul style="list-style-type: none"> <li>Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a family-friendly vacation destination in all seasons.</li> <li>Expanding our marketing potential by participating in partnerships with private businesses and with other tourism organizations.</li> <li>Targeting our market as accurately as possible</li> </ul>						
Marketing	Marketing/Publicity	Yes	The West Yellowstone Chamber has had a	Because the Marketing/PR position	Measurable objectives:	With our budget, West	\$53,000.00			No	FY19_Roles and	

Support	Personnel	<p>marketing and public relations position for over ten years. We have found this position to be very efficient and cost effective. The value of the local knowledge of the community and of situations cannot be overstated. This position has critical marketing and public relations responsibilities including:</p> <ul style="list-style-type: none"> <li>• Creation, administration, and execution of the annual marketing plan, projects and budgets for Accommodations funding. Work closely with other marketing organizations (local, regional, MOTBD) for grants and additional funding options, as well as co-operative advertising opportunities.</li> <li>• Determine and sustain new markets that diversify shoulder seasons West of Yellowstone Park</li> <li>• Determine social media marketing strategies, management (including content creation and placement) for social media platforms. Create social media marketing advertising campaigns.</li> <li>• Drive internet marketing programs including SEO and SEM, website optimization, and online advertising campaigns. Content creation, content and imaging library management, for the website, social media, and other on-line programs.</li> <li>• Raise the level of marketing awareness and participation within our community through workshops and seminars, weekly marketing 'blasts,' monthly marketing reports at Chamber (CVB) meetings, and quarterly meetings of the Chamber Marketing Committee. Work to promote MOTBD, Yellowstone Country and West Yellowstone brand messaging.</li> <li>• Coordination of publicity efforts including content creation and response as needed for news releases, PSA's, radio and television interviews, as well as on-line event calendars, blogs, and promotions. Organize resources and participation in media and familiarization tours. Create and implement crisis management plans with unified public relations and community wide updates to ensure accurate, timely, and continually updated information is sent to area businesses, residents, and visitors.</li> <li>• Works with and directs any required professional agencies for high quality production and development of projects that require unique skills, such as developing our internet and social media framework, and creative services.</li> <li>• Work towards integration and all aspects of funding sources available for West Yellowstone marketing.</li> <li>• Continued education on the newest and upcoming trends, tools, resources and information to keep Montana and West Yellowstone at the forefront of potential travelers' minds.</li> </ul>	<p>is held by someone who lives and works in West Yellowstone, they have a deeper knowledge of the community and its needs. They can react quickly on short deadlines and when communications are needed immediately for crisis situations. They know the members of other community partners and funding organizations and feel comfortable working on projects with multiple groups.</p> <p>Other advantages to having in-house marketing/PR personnel:</p> <ul style="list-style-type: none"> <li>• Increase and monitor value vs. cost</li> <li>• Implementation of a consistent marketing strategy</li> <li>• Maximization of the community's image</li> <li>• Enhanced quality control of the brand</li> </ul>	<ul style="list-style-type: none"> <li>• 3% increase (from July 2018- June 2019) in West Yellowstone Resort Tax Collections over the previous fiscal year.</li> <li>• 1% increase in occupied room nights (from July 2018- June 2019) over the previous fiscal year, as reported by West Yellowstone TBID collections.</li> <li>• 0.5% increase in recreational visitors using the west entrance to Yellowstone Park over a 5-year rolling average of west entrance visitation as reported by the National Park Service.</li> <li>• 10% increase (from July 2018- June 2019) over the previous fiscal year for online campaign landing page as entry point.</li> <li>• 2% increase in mobile traffic (from July 2018- June 2019) over the previous fiscal year.</li> <li>• 8% increase in social media followers (from July 2018- June 2019) over the previous fiscal year.</li> <li>• <b>E-news goals:</b> <ul style="list-style-type: none"> <li>◦ Increase subscribers by 5%</li> <li>◦ Local emails (B2B): Increasing open rates to 35%, CTR to 20% and subscribers by 5%.</li> <li>◦ General/niche emails (B2C): Increasing open rates to 30%, CTR to 20%</li> </ul> </li> <li>• <b>Electronic Advertising (E-blasts):</b> <ul style="list-style-type: none"> <li>◦ Increase subscribers by 5%</li> <li>◦ Local emails (B2B): Increasing open rates to 35%, CTR to 20% and subscribers by 5%.</li> <li>◦ General/niche emails (B2C): Increasing open rates to 30%, CTR to 20%</li> </ul> </li> <li>• <b>Texting/Chat Program:</b> <ul style="list-style-type: none"> <li>◦ 50% of our local lodging partners displaying and utilizing program materials provided.</li> </ul> </li> </ul>	<p>Yellowstone can best maximize dollars with local staff to manage our marketing and public relations projects. Often this position is required to communicate directly with our committees and boards to take advantage of marketing opportunities which arise with quick turnaround and deadlines. This person is also able to react quickly when crisis management is needed.</p> <p>The Marketing Director position was designed to spearhead projects so as to ensure consistent progress and message, create strong private and public sector partnerships to expand our marketing resources, explore potential niche markets. This position is ideally filled by someone who lives in our community, understands its dynamics and that of surrounding areas, and can act as a 'quick response unit' when needed for unanticipated marketing and publicity challenges requiring immediate and proactive action. Synergistic coordination with other local and regional marketing funds, events, and projects is also key. The position is encouraged to know the community and seek out new opportunities, strategies and projects that have strong potential to increase visitation.</p> <p>This position is also responsible for publicity and media communications, development and distribution of on-line press and information releases; development of a media (print) database and distribution of information to these sources on a regular basis; development, placement and maintenance of a social networking marketing strategy that focus on web-based travel sites, social networking sites, personal information/blogs sites, web-based event and calendar sites, and community workshops.</p> <p>We also expect this person to continue education and training to develop on-going knowledge, skills and networks to do the job efficiently and relay new resources, tools and opportunities to our constituents.</p> <p>This helps us reach our goals of:</p> <ul style="list-style-type: none"> <li>• Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.</li> <li>• Continuing to target our market as accurately as possible, to assure funding is used to reach an audience that asks for information, travels to West and spends significant dollars.</li> <li>• Continuing to expand our marketing potential by participating in</li> </ul>		Responsibilities.pdf
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						partnerships with other tourism organizations.					
Marketing Support	Crisis Management	Yes	<p>We are often confronted by unanticipated challenges including natural disasters that require crisis management. Events beyond our control including government closures, road construction and wildfires have caused us to create access releases and documents with alternative routes and activities for our front desk staff.</p> <p>In the advent of any of these unexpected situations, we need to proactively implement a crisis management process that we have created and successfully used in the past. This could include additional unanticipated expenditures including increasing hours of marketing publication relations and other support staff during the crisis. We may also need to hire additional staff for the Visitor Information Center to distribute bulletins to local businesses.</p> <p>Our crisis management plan would include these components:</p> <ul style="list-style-type: none"> <li>Coordination with all agencies to have effective input in all press releases.</li> <li>Update relevant website content, including highlighted stories in the "new sections" of the home page on our own website, Chamber Facebook and Twitter accounts, as well as updates in relevant trip blogs such as Trip Advisor. <i>Note: it is critical to have updates in place early in the morning and throughout the day as situations are updated or changed.</i></li> <li>Issue news releases if needed.</li> <li>Website content and news releases could contain the following: <ul style="list-style-type: none"> <li>Overview related to visitors</li> <li>Specific information on the incident (location, size, containment, closures, evacuations, air quality)</li> <li>Information on major road closures, alternative routes, major roads that are still open</li> <li>Areas, attractions, and activities that are still available</li> <li>Phone numbers and websites for additional information</li> </ul> </li> <li>Update Yellowstone fire-specific pages on Facebook and Twitter that have already been established. These are specific social media accounts setup just for fire or other incidents that can be accessed by travelers. If needed, we can begin using these immediately, send it to existing followers, promote on our existing web pages and other social media accounts, and use to alert media and local business partners.</li> <li>Coordination with Yellowstone Park, the USFS, Yellowstone concessionaires, and other partners to have an effective communication channel for all Yellowstone guests.</li> <li>Aid with organizing and conducting public meetings.</li> <li>Create and distribute notices to local and area businesses to better assist with their guests.</li> <li>Distribute appropriate information to key tourism contacts including MOTBD, Wyoming Travel, Idaho Tourism, Yellowstone Country, other appropriate countries, appropriate Chambers and CVB's including organizations in neighboring states of Idaho and Wyoming, and the Salt Lake Utah area.</li> <li>Coordination with media including radio and television, news services. Coordination of radio Public Service Announcements if needed (PSA's).</li> </ul>	<p>As evidenced with the Yellowstone River Closure in 2016 and wildfires in Glacier Country in 2017, we need to be able to react quickly when faced with the unexpected natural disasters or earlier closing of Yellowstone Park to visitors.</p> <p>The chance to take advantage of a limited window of opportunity, increasing our possibility of retaining visitors and potential visitors when things happens that are out of our control including natural disasters like wildfires, or government inflicted budget cuts or shut downs.</p>	<p>Measurable objectives:</p> <ul style="list-style-type: none"> <li>3% increase (from July 2018- June 2019) in West Yellowstone Resort Tax Collections over the previous fiscal year.</li> <li>1% increase in occupied room nights (from July 2018- June 2019) over the previous fiscal year, as reported by West Yellowstone TBID collections.</li> <li>0.5% increase in recreational visitors using the west entrance to Yellowstone Park over a 5-year rolling average of west entrance visitation as reported by the National Park Service.</li> <li>10% increase (from July 2018- June 2019) over the previous fiscal year for online campaign landing page as entry point.</li> <li>2% increase in mobile traffic (from July 2018- June 2019) over the previous fiscal year.</li> <li>8% increase in social media followers (from July 2018- June 2019) over the previous fiscal year.</li> <li><b>Electronic Advertising (E-blasts):</b> <ul style="list-style-type: none"> <li>Increase subscribers by 5%</li> <li>Local emails (B2B): Increasing open rates to 35%, CTR to 20% and subscribers by 5%</li> <li>General/niche emails (B2C): Increasing open rates to 30%, CTR to 20%</li> </ul> </li> <li><b>Texting/Chat Program:</b> <ul style="list-style-type: none"> <li>50% of our local lodging partners displaying and utilizing program materials provided.</li> </ul> </li> </ul>	<p>Time is something that is in very short supply when a crisis breaks. As a result of events including Park closures, access restrictions, delayed openings, sequestrations and budget cuts, West Yellowstone recognizes that we face challenges convincing the traveling public that our destination is value-based and that we remain a top destination for travelers to Yellowstone Park and southwestern Montana.</p> <p>This aligns with our goals of:</p> <ul style="list-style-type: none"> <li>Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a family-friendly vacation destination in all seasons.</li> <li>Expanding our marketing potential by participating in partnerships with private businesses and with other tourism organizations.</li> <li>Targeting our market as accurately as possible</li> </ul>	\$100.00	No			
Marketing Support	Outreach	Yes	As a small, rural community who relies on tourism as our number one industry, it is important to provide	In past years, over 100 participants have come to the Local Superhost	Measurable objectives:	As with our Visitor Information Center staff, our front-line	\$2,000.00	No			

			<p>our businesses with current and relevant information regarding the travel industry to help them maximize their efforts and success, as well as the community as a whole.</p> <p>Previously, MOTBD provided communities with front-line customer service training workshops, which the Chamber previously enhanced. Since a change in the program, the VIC, Chamber and TBID staff have offered a half day Frontline Training seminar in conjunction with the Host Week program West Yellowstone shares with Big Sky. This has been one of the most highly attended workshops in West Yellowstone. Businesses find it necessary for their changing seasonal staff and those new to our community.</p> <p>The Chamber also offers Learning Workshops throughout the winter season including customer service, marketing and other tourism related topics.</p> <p>These are two examples of what this method may help fund, but other opportunities may arise in which we would like to participate.</p>	<p>front-line training offered each spring. The Chamber's learning workshops have also had 20-30 participants. Customer service and front-line training are important to our local businesses. Our small business owners cannot afford to travel, and often the time of formal training workshops, therefore rely on the information we can provide them.</p> <p>Currently our Marketing Director sends out a weekly email with community information and current marketing trends and tips which has an open rate of over 30%. Along with TBID, we have provided a local information time in conjunction with the Superhost training, which employers find valuable for their summer staff.</p>	<ul style="list-style-type: none"> <li>• 3% increase (from July 2018- June 2019) in West Yellowstone Resort Tax Collections over the previous fiscal year.</li> <li>• 1% increase in occupied room nights (from July 2018- June 2019) over the previous fiscal year, as reported by West Yellowstone TBID collections.</li> <li>• 0.5% increase in recreational visitors using the west entrance to Yellowstone Park over a 5-year rolling average of west entrance visitation as reported by the National Park Service.</li> </ul>	<p>employees are essentially guides for our visitors when they arrive. The more information these employees can provide to their guests about local services and activities, the more comfortable our guests will feel and the potential for a longer stay emerges. In turn, good customer service leads to good reviews and word-of-mouth marketing, which leads to more potential visitors and return visitors.</p> <p>This helps us meet our goals of:</p> <ul style="list-style-type: none"> <li>• Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.</li> <li>• Continuing to expand our marketing potential by participating in partnerships with other tourism organizations.</li> </ul>				
Publicity	Fam Trips	Yes	<p>Public relations are a key role in maintaining West Yellowstone's position as a top destination for travelers to Yellowstone Park and southwestern Montana. Public relations challenges for FY19 will derive from known factors and possibly unanticipated ones as well. We are allocating funds to help aid in our communications with potential visitors and those who already planning their trip to West Yellowstone should the need arise.</p> <p>We will incorporate press promotions/releases into our overall marketing plan to enhance and support traditional methods. This may include paid press release distribution to increase our market reach on a national and international scale.</p> <p>We consistently receive requests from tour companies/operators, media, independent film companies, Yellowstone Country, and MOTBD for support of Press/FAM Trips. Many of these are related to Yellowstone National Park and others are looking for unique and off the beaten path ideas for itineraries. We evaluate each request to see if there is a direct benefit for West Yellowstone and if they meet our criteria. We would like to allocate some funds for when appropriate opportunities present themselves. Part of the partnership with Visit Utah includes a FAM/press trip component, so we would like to have a budget to accommodate that, as it directly benefits West Yellowstone. The funds will also allow us to create accurate and complete press kits for participants.</p>	<p>In the past we have supported MOTBD, Yellowstone Country Region and other trips. These operators and press have provided West Yellowstone with chances to put our best foot forward and make important networking connections. We know that these trips and tours can be very beneficial for West Yellowstone and Montana. Digital and social media has made it easier to track ROI. With the growth in international travel and even some regions in our area like Northern Utah, having professional and reliable representation by operators and media will be beneficial to our town and area. Digital FAM and influencer trips are becoming popular and beneficial to DMO's and we may pursue this avenue in the near future.</p>	<p>Measurable objectives:</p> <ul style="list-style-type: none"> <li>• 3% increase (from July 2018- June 2019) in West Yellowstone Resort Tax Collections over the previous fiscal year.</li> <li>• 1% increase in occupied room nights (from July 2018- June 2019) over the previous fiscal year, as reported by West Yellowstone TBID collections.</li> <li>• 0.5% increase in recreational visitors using the west entrance to Yellowstone Park over a 5-year rolling average of west entrance visitation as reported by the National Park Service.</li> <li>• 10% increase (from July 2018- June 2019) over the previous fiscal year for online campaign landing page as entry point.</li> <li>• 2% increase in mobile traffic (from July 2018- June 2019) over the previous fiscal year.</li> <li>• 8% increase in social media followers (from July 2018- June 2019) over the previous fiscal year.</li> </ul>	<p>One of our primary marketing strategies is to promote West Yellowstone as a family-friendly destination, in every season, to both traditional families and an ever increasing intergenerational niche. And, while it is critical to market to our historical niche markets, it is just as important to develop new products that appeal to different market segments or enhance existing ones.</p> <p>Aligns with our goals of:</p> <ul style="list-style-type: none"> <li>• Attracting visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.</li> <li>• Continuing to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit.</li> <li>• Continuing to expand our marketing potentially participating in partnerships with other tourism partners.</li> </ul>	\$7,500.00		No	
							\$342,000.00			

**Marketing Method Evaluation Attachments**

- Attachment 2
- Attachment 3
- Attachment 4
- Attachment 5
- Attachment 6
- Attachment 7
- Attachment 8
- Attachment 9
- Attachment 10

**Marketing Method Budget**

Marketing Segment	Marketing Method	Bed tax funded budget	Non bed tax funded budget
Consumer	Billboards/Out-of-Home	\$25,000.00	\$0.00
Consumer	Print Advertising	\$50,947.00	\$10,000.00
Consumer	Online/Digital Advertising	\$65,000.00	\$10,000.00
Consumer	Social Media	\$12,500.00	\$2,500.00
Consumer	Electronic Adv - Newsletter, E-blast	\$15,000.00	\$2,500.00
Consumer	Radio & Television Advertising	\$2,500.00	\$1,000.00
Consumer	Photo/Video Library	\$25,000.00	\$10,000.00
Consumer	Joint Ventures	\$30,000.00	\$10,000.00
Consumer	Printed Material	\$10,000.00	\$3,000.00
Consumer	Website/Internet Development/Updates	\$50,000.00	\$2,500.00
Consumer	Travel/Trade Shows	\$17,500.00	\$5,000.00
Consumer	Opportunity Marketing	\$15,000.00	\$0.00
		\$318,447.00	\$56,500.00
Marketing Support	Outreach	\$5,000.00	\$0.00
Marketing Support	Administration	\$56,400.00	\$0.00
Marketing Support	TAC/Governor's Conference meetings	\$4,500.00	\$0.00
Marketing Support	Marketing/Publicity Personnel	\$56,000.00	\$0.00
Marketing Support	Fulfillment/Telemarketing	\$7,500.00	\$0.00
Marketing Support	VIC Funding/Staffing/Signage	\$25,000.00	\$40,000.00
Marketing Support	Crisis Managment	\$100.00	\$0.00
		\$154,500.00	\$40,000.00
Publicity	Fam Trips	\$15,000.00	\$5,000.00
		\$15,000.00	\$5,000.00
		\$487,947.00	\$101,500.00

**Miscellaneous Attachments**

Description	File Name	File Size
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## ***Reg/CVB Required Documents***

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<b>Description</b>	<b>File Name</b>	<b>File Size</b>
FY19 Required Documents	RequiredDocsFY19Signed.pdf	1.1 MB

