



Grant Details

68892 - FY19 Region/CVB Marketing Plan

72762 - FY19 Yellowstone Country Marketing Plan

DOC Office of Tourism

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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?

PURPOSE

Yellowstone Country (YC) is a non-profit marketing organization formed solely to promote the south-central tourism region consisting of Gallatin, Park, Sweet Grass, Stillwater and Carbon counties, as well as Yellowstone National Park. YC is a year round destination with countless leisure, cultural and recreational opportunities.

PRIMARY GOAL

YC's primary goal is to market the "Yellowstone Experience" that can be found throughout the region outside Yellowstone National Park. This is the differentiator that sets the Yellowstone Country (YC) region apart from competitors. Visiting the world's most famous national park is a must for many people, but we want to broaden that experience to encompass what can be found just outside the park.

Folks who live in the region already know about our spectacular & pristine scenery, abundant wildlife, wide-open spaces and top-notch outdoor recreation opportunities. We want to share with visitors why this a great place to spend their leisure time

STRENGTHS

Yellowstone Country's core strengths include its main attractions—Yellowstone National Park and the Beartooth All-American Road—as well as countless cultural and recreational opportunities.

- **Yellowstone National Park** and its **Gateway Communities:** Three of the five entrances to YNP are located in YC, including the only year-round entrance at Gardiner, the northeast entrance at Cooke City/Silver Gate and the most-accessed entrance at West Yellowstone.

- Scenic Drives: Paradise Valley (Livingston to Gardiner), the **Beartooth All-American Road** (Red Lodge to Cooke City), Gallatin Canyon (Bozeman to Big Sky), Lake Loop (Bozeman to Norris), Absarokee Loop (Absarokee to Nye to Fishtail and back to Absarokee), and many, many other routes through Yellowstone National Park.
- Major Ski Resorts: Bridger Bowl, Big Sky and Red Lodge Mountain are three of the top ski resorts in the state.
- World-Renowned Snowmobile Areas: Cooke City, West Yellowstone, Crazy Mountains area, Gallatin River Corridor.
- Nordic Skiing: Nordic Centers and many miles of groomed trails throughout the region.
- Culture and History: From Native Americans and dinosaurs to mining, ranching and mountain men, the region offers a very interesting and unique blend of history and culture.
- Annual Events: Unique local festivals, farmers markets, fairs, community rodeos, Independence Day celebrations and countless other events, including long-running events like the **West Yellowstone Snowmobile Expo** or **Livingston Roundup Rodeo**, and newer events such as the **Red Lodge Songwriters Festival**. There's always something going on in Yellowstone Country's regional communities.
- Recreational Opportunities: A sampling, in addition to other well-known offerings like skiing and snowmobiling, includes wildlife viewing in and around Yellowstone National Park—water recreation (fishing, boating, rafting, kayaking, swimming), ice climbing, hiking, snowshoeing and soaking in the **Boiling River** just inside the park. For those who may wish to experience the western way of life, there are working ranch vacations or the more traditional "dude" ranch experiences.
- Destination Lodging and Meeting Facilities: **Several communities in the region have properties and facilities that can accommodate small to mid-size meetings and conventions. Bozeman and Big Sky also have full-service entities with the capacity to host larger groups.**
- Bozeman Yellowstone International Airport: As the busiest airport in the state, BZN offers the most direct flights and easy access to the entire region.
- Open Lands: Yellowstone Country features public access to BLM lands, Forest Service land and national parks, all just a short distance from any point in the region.
- Four Montana State Parks provide recreation and culture/history: **Cooney Reservoir** is a premier outdoor/water recreation venue, and **Missouri River Headwaters** and **Madison Buffalo Jump** state parks are well known for both outdoor recreation and culture/history. **Greycliff Prairie Dog Town State Park** is unique and fun for family recreation. There are also camping and RV options located at or nearby the parks.

Dinosaur Trail—the trail has become a significant attraction across the state, and the **Museum of the Rockies** serves as an anchor facility on the trail.

CHALLENGES/OPPORTUNITIES

- Inclement Weather Conditions/Natural Disasters: Fire, floods, etc.
- Climate Change: Changes in climate affect recreational opportunities (such as fishing), the economy (tourism and related jobs) and our environment (wildlife and plant populations).
- Transportation Issues: Public transportation, seasonality of service.
- Economic Climate: Budget cuts.
- Infrastructure: As the number of visitors increases, is the infrastructure sufficient to handle growth?
- Crowding/Overuse in YNP: Real or perceived.
- Seasonality: Weather, amenities/service availability and staffing all have an impact on the potential growth of shoulder seasons.
- Opportunity to market shoulder season activities to Montana residents, empty-nesters and singles.
- Ability to entice a younger demographic with endless recreation and rich culture.
- Increased air service opens new markets.
- Increasing diversity and frequency of international visitors who may not be familiar with the outdoors or related challenges such as weather, distance and access. Additionally, there may be language and currency barriers.

Describe your destination.

MONTANA BRAND PILLARS

YC aligns effortlessly with Montana's Brand Pillars. There is an abundance of spectacular, unspoiled nature, and given the multitude of recreational options, the region certainly meets the definition of offering breathtaking experiences. As with the majority of Montana, our communities are known for having friendly, hospitable people who work hard to help make a visitor's experience one to remember.

- **SPECTACULAR, UNSPOILED NATURE** Yellowstone Country is anchored by two major iconic destinations: **Yellowstone National Park** and the **Beartooth All-American Road (BAAR)**. **Custer Gallatin National Forest, Absaroka-Beartooth and Lee Metcalf wilderness areas, BLM areas and city/county trail systems** are all within a short distance from population centers, so, one can be in any community in the region and truthfully say they are "surrounded by spectacular, unspoiled nature." From the mountainous areas to the wide-open prairies, YC abounds with the very best Mother Nature has to offer.
- **BREATH TAKING EXPERIENCES BY DAY, RELAXING HOSPITALITY AT NIGHT** As the Montana region that borders Yellowstone—America's first national park—there's something for both the adventurous and those who prefer the quiet side of the outdoors. Whether that includes hitting the ski slopes and trails, soaking in natural hot springs, camping in any season (and in any style of lodging), or exploring the great outdoors by hiking, mountain biking, snowmobiling or even dog-sledding, Yellowstone Country has it all. The region has a multitude of art galleries, nature centers, museums and historical sites. Local attractions, festivals and events offer fun opportunities for visitors to immerse themselves in community culture, whether it's attending a rodeo, taking in a lively music festival, participating in and/or watching an exciting winter ski or snowmobile event or just spending time taking in the surroundings. Breweries and distilleries are popular, and YC is known as a great place to experience this "lifestyle" culture. Local eateries are always a top priority for visitors, and range from casual to fine dining, with cuisine available for any taste or dietary restriction/preference.
- **VIBRANT, CHARMING SMALL TOWNS THAT SERVE AS GATEWAYS** Showcasing the region's diverse, welcoming communities is an integral part of YC's marketing strategy. Each place has a unique local culture that makes it stand apart from neighboring towns. Explore Gardiner, Red Lodge, Cooke City, Livingston, Bozeman, Big Sky, West Yellowstone and every town in between. There are hidden (and not-so-hidden) gems for experiencing local community hospitality. Bette yet, these communities are the gateways to whatever and wherever a visitor wants to experience.

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

Direct marketing campaigns and each of the associated marketing tools/resources (website, social media platforms, travel planner and scenic map, etc.) are all highly integrated, providing the right information at the right time during the inspiration, orientation and facilitation phases of trip planning.

INSPIRATION: Campaign messaging and imagery are specifically designed to address the Inspiration phase to targeted audience segments. **By leveraging YC's tagline, "Boldly Go," the Yellowstone Country brand will continue to embody the spirit of visitors.** This messaging inspires visitors and potential visitors to view themselves, and their destination, through the lens of Montana's brand...free-spirited, adventurous, genuine and captivating.

Local events throughout the region also provide ample opportunities for creative, inspirational marketing.

Email communication to targeted audiences promotes specific opportunities at critical points throughout the year, allowing for relevant communication to reach the right people.

Social Media supports the Inspiration and Orientation phases, as we consistently engage consumers throughout a season or in relation to a specific community, event, attraction or activity. We utilize consistent blog posts to tell the stories of our culture, recreation, people and events and are seeing terrific engagement. Potential opportunities include: **increased social video content; Snapchat filters; Instagram takeovers, stories and video; Pinterest pins; and Facebook Live videos**. Finally, we'll continue to use unique hashtags (#yellowstonecountry and #BoldlyGoMT) to encourage organic discussions specific to the YC brand.

Perhaps most critical, though, is our continued partnership and alignment of internal and external resources. We partner together to develop a comprehensive social media plan, lining up internal and external resources to create efficiency and ROI.

ORIENTATION AND FACILITATION: The Yellowstone Country website, call center, travel guide and scenic road map are the primary resources for helping travelers with the orientation and facilitation phases, although all have functions during the inspiration phase as well. These innovative resources are designed to make the travel planning process as easy and efficient as possible.

The website creates a seamless experience for visitors, providing an itinerary builder to facilitate planning while simultaneously gathering information to help target future communications to users' interests.

The call center provides personalized assistance to people interested in (or currently visiting) Yellowstone Country. It also provides the opportunity to gather data about visitors and prospective visitors, which informs future planning.

The travel guide provides in-depth information on the entire region, spanning seasons, activities and events.

The scenic road map helps draw people from Yellowstone National Park into the surrounding areas, offering many possibilities for scenic drives in the region.

In addition, Yellowstone Country participates in national press events in key markets, providing a unique opportunity for orientation and facilitation. Targeted marketing campaigns in these markets, aligning with press events, encourage additional and continued conversation. Branded promotional boxes (including high-quality swag items and local treats), provide an opportunity to keep top-of-mind presence with attendees.

Following press events, custom itineraries are crafted for select media members to visit the region and provide targeted coverage to their respective audiences.

Finally, YC funds 10 Visitor Information Centers throughout the region. VICs provide an opportunity for staff, who are ostensibly local brand ambassadors, to engage visitors during all three phases, helping to create positive visitor experiences.

Optional: Include attachments here

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

TARGET MARKETS

In FY18, key geographic markets included:

New York, NY
Los Angeles, **CA**
Chicago, IL
Washington, DC
Denver, CO
Dallas/Fort Worth, TX
San Francisco, **CA**
Atlanta, GA
Minneapolis/St. Paul, MN

These markets were identified based on Destination Analysts reporting.

Bold locations represent press event focus areas in FY17 and FY18.

In FY19, key geographic markets include:

California

San Diego

Fresno

Los Angeles

Sacramento

San Francisco

San Jose

Modesto

Direct flights: Los Angeles and San Francisco

Illinois

Chicago

Rockford

Downers Grove

Direct flight: Chicago

Texas

San Antonio

Houston

Dallas

Fort Worth

Austin

Direct flights: Dallas/Fort Worth and Houston

Florida

Jacksonville

Tampa

Miami

Orlando

Naples

Ohio

Cincinnati

Youngstown

Dayton

Columbus

Pennsylvania

Pittsburg

Philadelphia

York

New York

New York

Rochester

Staten Island

Brooklyn

Direct flights: Newark and New York La Guardia

Wisconsin

Milwaukee
Eau Claire
Waukesha
Green Bay

Michigan

Holland
Grand Rapids
Detroit
Flint

Missouri

Saint Louis
Kansas City
Florissant
Poplar Bluff
Springfield

Indiana

Indianapolis
Fort Wayne
South Bend

Minnesota

Minneapolis
Woodbury
Rochester
Fairmont

Direct flight: Minneapolis/St. Paul

***These markets were identified based on FY18 inquiries (including website inquiries, live chats and incoming calls).*

Bold locations represent potential future press event areas. Underlined locations represent previous press event areas.

Key Demographic Markets for Yellowstone Country:

City dwellers (i.e., not rural, not suburban)
Affluent with a household income over \$80k
Well-educated
Married with children

***These characteristics were identified based on Destination Analysts reporting.*

Key Psychographic Markets for Yellowstone Country:

Social Class - middle to upper class (in terms of disposable income)
Lifestyle - active, outdoor-recreation oriented, frequent travelers
Opinions - interested, but primarily influenced by desire to experience things for themselves
Activities and Interests - outdoor activities, history and culture, foodies
Attitudes and Beliefs - environmentally conscious, adventurous spirits, like nature
Technology-savvy - using mobile devices in all stages of planning and travel

***These characteristics were identified based on Destination Analysts reporting.*

b. What are your emerging markets?

EMERGING AND NICHE MARKETS

In-State Residents

If budget allows, we will create in-state 'staycation' campaigns for Montanans, promoting the spring and fall shoulder seasons. Messaging will encourage locals to take advantage of Montana's beauty and adventure, all while escaping the crowds of peak seasons.

A subset of the in-state audience is visiting friends and family members. This group is less likely to require the full spectrum of tourist services (i.e., hotels and restaurants), but very likely to show interest in experiencing Yellowstone Country. Family members visiting students at MSU and UM are a special segment to consider in this group.

Western Ski Audiences

Direct marketing to skiers who frequent western ski resorts (i.e., Colorado and Utah), in addition to a continued presence in Dallas, Chicago, Atlanta and San Diego, promoting YC's accessibility and adventure.

Motorcyclists

Motorcyclists are a growing niche market who provide ample opportunities for targeted messaging within the region, and potentially in partnerships with neighboring regions. Opportunities include itineraries and maps featuring unique and appealing roadways, targeted media buys and a combination of in-state (drive) and out-of-state (fly-ride) messages.

Snowmobilers

Snowmobiling continues to expand in popularity and attract new audiences. Between guided trips and the option to go sled on your own, there's something for everyone. Snowmobiling campaigns could be focused within the region, or potentially in partnership with other regions. Similar to the motorcycle audience, snowmobile campaigns could include itineraries, maps, targeted media buys and a combination of in-state (drive) and out-of-state (fly-ride) messages.

Birding Enthusiasts

Birding has become a valuable niche activity, and there are plenty of locations within the region, and in neighboring regions, that continue to draw this group. One potential way to capture this audience would be to create a map of birding locations, such as the Missouri Headwaters State Park) and events such as Bridger Bowl's Raptor Festival in October. Detailed information could be provided by break-out maps of specific locations within the larger map. This could be accomplished within region, or with partner regions, ideally expanding to a state-wide birding map over time.

Military Families

Military families and bases present a unique niche marketing opportunity as well. Due to the nature of their work, military families often travel at various times throughout the year (not necessarily restricted to standard summer and winter trips), and tend to take longer vacations in comparison to citizen families. In addition, bases often provide news and communication outlets unique to bases, providing targeted channels to reach this group. There is an opportunity to test this niche marketing with an in-state audience at the Malmstrom Base. Again, this could be a project within the region or with partnering regions.

Craft Beverage Enthusiasts

Craft beverage venues (breweries, distilleries, wineries, cideries) have a growing following, and are found frequently throughout Montana. A targeted campaign could be considered for a craft tour, for instance.

Foodies

Promoting the region's best restaurants to travelers who are interested in fine dining, unique dining experiences and Montana's hospitality.

Entertainment Seekers

If budget allows, we will capitalize on visitors who are coming to Montana for entertainment purposes (i.e., concerts, festivals, rodeos, etc.), encouraging them to extend their visit to include time exploring Yellowstone Country. As new venues, such as Bozeman's historic Rialto Theatre, continue to sprout up, additional audiences will be drawn to Yellowstone Country for entertainment.

Western Culture Seekers

With a wide variety of ranch-style accommodations spanning from working dude ranches to five-star venues, there are ranches to suit every visitor's idea of the perfect western vacation. Similarly, outfitters provide hands on, genuine experiences in Yellowstone Country. With many visitors drawn to an authentic Montana experience, ranches and outfitters provide another means to reach a niche audience.

International Visitors

Downloadable PDFs of brochures, travel guides, unique landing pages, etc.

Urban Areas

Marketing campaigns aligning with press events. Selecting urban areas of focus in relation to identified key markets. At a state level, anticipated markets include return trips to additional urban areas in California and Texas, in addition to new markets in New York, Pennsylvania and Minnesota.

Direct Flight Markets

Create awareness around direct flights and entice travelers to consider Yellowstone Country as their next destination.

The Bozeman Air Transportation Committee continues to work on bringing new and increased air service to the region through planning and marketing efforts. The committee is a public/private partnership between Yellowstone Country, Bozeman CVB, Big Sky CVB, Big Sky Resort, Yellowstone Club and the Gallatin Yellowstone International Airport.

***Current Direct Market Flights include:**

Atlanta

Chicago

Dallas/Fort Worth

Denver

Houston

Las Vegas

Los Angeles

Minneapolis/St. Paul

New York La Guardia

Newark

Phoenix

Portland

Salt Lake City

San Francisco

Seattle/Tacoma

Long Beach (starting winter 2018/19)

Optional: Include attachments here.

c. What research supports your target marketing?

Destination Analysts, Inc. found the following in its 2016 Montana Brand Exploration Research:

“Montana is an aspirational destination, and effectively converting this aspiration to visitation should well benefit the state’s tourism industry. When asked which of seventeen tested destinations they were likely to visit in the next five years, over one-in-five surveyed travelers selected Montana (21.0%). This level of interest in visiting Montana is notably greater than the rate of past visitation (21.0% vs. 13.8%), suggesting there exists considerable untapped demand.”

“Of all American destination types, international travelers have the most enthusiasm for U.S. National Parks, presenting Montana’s great potential for attracting international visitors.”

“Family travelers are a natural fit with Montana’s travel product, including that available in the eastern portion of the state. They are a large and lucrative segment. In the Montana Brand Exploration Survey, approximately one-third, 32.0 percent, of travelers reported having children under the age of 18 in their homes. Like high potential visitors, family travelers index high on outdoor psychographics, have high incomes and would expect to spend more and stay longer in the state than other travelers.”

“History buffs are also clearly a high-value audience that fits Montana perfectly. They represent over one-third, 34.7 percent, of the overall population of the state’s key target markets. History buffs score higher on the outdoor psychographic index, have higher incomes and would spend more and stay longer in Montana compared to travelers who are not history buffs. Again, this is a large and lucrative niche segment.”

“Although retirees are an important current audience for Montana, they are a smaller, lower-value segment. This group represents approximately 15 percent of the overall population of the state’s key target markets (14.7%). In an environment where limited funds are available to address marketing segments, retirees do not appear to represent a high-value segment. Using all of the data points used to evaluate the other niche segments, retirees are problematic. In short, they are less interested in outdoor experiences while traveling, less excited about Montana, have lower incomes and when reporting about their ideal trip to the state, appear to be less likely to be big spenders.”

“The three core elements...from an analysis of the data collected in this research are (1) unique natural encounters without giving up modern comforts, (2) comfortable isolation that attracts free-spirited adventurers, (3) a place for entirely new experiences and a place for new ways of experiencing the familiar.”

“Montana’s beauty is seen as different from that of its competitors. Its landscapes were described as feeling bigger and more open. As product differentiation is central to developing an effective brand platform, this should be considered a central element of how travelers perceive the state.”

In a preliminary report by the Institute for Tourism and Recreation Research, 2017 tourism numbers included 12.2 million visitors who spent \$3.3 billion in Montana.

ITRR 2017 non-resident study data shows the average length of stay for non-resident visitors to MT was 5.89 nights, with 69% of those in Yellowstone Country. 13% were first-time visitors to the state, and 74% were repeat visitors. 53% of non-residents said their primary reason for visiting is vacation/recreation/pleasure.

According to ITRR’s **Focus on Activities** report, visitors are interested in the very activities Yellowstone Country is promoting:

• Removing the typical “mass” tourism activities for each quarter (scenic driving, recreational shopping, attending a family event), niche activities emerged as a favorite and meaningful experience during travelers’ Montana trips for each quarter. Day hiking, watching wildlife and nature photography were universal favorites for all four quarters. Additional niche activities per quarter were:

Q1: skiing/snowboarding, snowmobiling, visiting breweries, hunting

Q2: Car/RV camping, fly-fishing, visiting historic sites, visiting breweries

Q3: Car/RV camping, fly-fishing, motorcycle touring, visiting historic sites, rafting/floating

Q4: Hunting, car/RV camping, fly-fishing, dining as a special activity

*The following ITRR data shows those activities visitors were participating in while in the Yellowstone Country region:

- 64% Scenic driving
- 50% Wildlife watching
- 43% Day hiking

- 38% Nature photography
- 26% Recreational shopping
- 26% Car/RV camping
- 26% Visiting historical sites
- 14% Visiting museums
- 16% Visiting local breweries
- 14% Visiting Lewis and Clark sites
- 10% Fishing/fly-fishing
- 9% Skiing/snowboarding
- 8% Attending festivals and events
- 8% Birding
- Followed by viewing art exhibits, river rafting/floating, canoeing/kayaking, farmers markets, dinosaur attractions, etc.

*The **BZN airport** provided the following 2017 data (January 10, 2018):

- Bozeman Yellowstone International Airport (BZN) handled 1,199,537 passengers during 2017. This is up 8.3% compared to 2016 and is the eighth consecutive year of record-breaking passenger traffic at BZN. Annual passenger traffic at BZ has increased by more than 500,000 passengers since 2010, and BZN now accounts for 30% of all airline passengers traveling to and from Montana.
- During 2017, the three fastest-growing markets from BZN were Dallas/Ft. Worth (expanded service on American), Chicago O'Hare (now with year-round daily service on United and new summer and winter nonstop service on American), and Portland, Oregon (expanded service by Alaska Airlines). Looking forward into 2018, BZN will see a 130% increase in nonstop service to New York/Newark on United, a 40% increase in capacity with larger aircraft and daily year-round service to Dallas/Ft. Worth on American, and 20% capacity expansions to four nonstop markets out of BZN: Chicago O'Hare (United and American), Minneapolis/St. Paul (Delta), Los Angeles (United, Delta and new summer Saturday service on American) and Houston Intercontinental (United).
- BZN is the eighth busiest airport in the seven-state northwest region of the country (including Colorado, Utah, Wyoming, Idaho, Montana, Oregon and Washington) and the 109th busiest airport in the nation in terms of passengers.

Passenger totals in and out by airline brand in 2017 were:

- Delta Air Lines – 438,912
- United Airlines – 424,756
- Alaska Airlines – 180,481
- American Airlines – 74,405
- Allegiant Air – 57,870
- Frontier Airlines – 18,700
- Chartered Airline Flights – 4,413

Yellowstone Country provides staff funding for 10 VICs located throughout the region for the warm season Memorial Day – September. As a requirement of the funding, **VICs compile statistical information** including where visitors are from, how many in the party, primary/secondary reasons for travel to the area, types of activities they participate in, and events they plan to attend. Observations of any specific changes/trends are noted by the travel counselors. The 2017 regional VIC data report shows 553,555 (up from 2016's 507,924) visitors during the 2017 season. 2017 ITRR data specific to West Yellowstone shows that 30% of the visitors who spent at least one night in West Yellowstone utilized the VIC.

GOALS

- Continue to raise awareness & brand Yellowstone Country region as a premier Montana year-round outdoor destination - the "Yellowstone experience outside the park" concept will deliver a strong, consistent message across all seasons.
- Seek & implement partnerships throughout the region to better "showcase" outdoor recreation opportunities and historical, cultural & natural assets of local communities. This local culture or "flavor" helps visitors have the authentic experience they are seeking.

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

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

YC is looking for additional opportunities to create co-ops impacting direct flight markets. For instance, Yellowstone Country has worked in cooperation with the air transportation committee (comprised of airport representatives, local partners and MTOTBD) to implement marketing campaigns in targeted markets to increase air service.

Moving forward, we are interested in developing further strategies to partner with MTOTBD to support our marketing efforts and goals from both a seasonality and target audience perspective. In FY19, we are most likely to participate in LiveIntent, Sojern and OnTheSnow joint ventures, in addition to maintaining our current involvement in TripAdvisor joint ventures.

Highly targeted research opportunities would also be very useful. YC would likely participate in research projects that provide relevant data that helps to define the target audience as well as follow-up research and/or conversion studies for evaluative purposes.

Given the recent creation/implementation of the Indian Country tourism region, YC would be interested in participating in MOTBD-led marketing projects with the all the regions and/or the CVBs.

Optional: Include attachment here.

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

YC will continue to foster partnerships with CVBs and other regions to allow for a greater impact of marketing efforts through social media, press trips, digital and print advertising and consumer collateral to promote tourism. In FY18, YC partnered with Glacier Country and Destination Missoula (with great success), and we look forward to identifying additional opportunities inside—and outside—of our region in the future. For FY19, our focus will be to partner with other regions to promote common emerging and niche markets identified in this plan.

Building partnerships with organizations and businesses throughout the region will also continue to be a major focus for Yellowstone Country. We expect to have many opportunities to combine marketing efforts to help leverage branding and budgets, within both the public and private sectors. One opportunity would be to provide cost sharing for smaller communities to access data and conduct surveys through ITRR.

Due to scales of economy, many of the seven regional CVBs wouldn't be able to participate in large-scale efforts without YC's partnership. Therefore, it is a primary goal to continue offering creative marketing partnerships with feasible costs to our regional CVBs.

Additionally, YC will continue to vet opportunities to partner with Montana State Parks to promote the four state parks in the region as both stand-alone destinations and as part of the "bigger" experience, i.e., stay longer, do more. Comparing the average state park visitor demographic profile to the YC visitor profile shows there is a strong similarity in these audiences.

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

Recent Trip Advisor JV campaigns have given the entire region a strong presence. MOTBD's Joint Venture winter digital campaigns have also been very successful for YC--our results have consistently performed above expectations and in multiple instances, the results have been far above industry and/or national benchmarks.

YC continues to partner with MOTBD and other Regions/CVBs on the JV Dinosaur Trail attraction. A recent grant from MOTBD (and matching funds from funding partners) has allowed for a rebuild of the trail website in 2018.

YC also participates in the Greater Yellowstone Region Mapguide brochure JV project, providing funding for brochure updates & reprint projects as necessary.

Re international marketing, YC participates in the Brand USA JV annually when offered. This always seems to be a very effective way of reaching the broader international audience.

Optional: Include attachments here.

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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 Attchmnt:
Consumer	Online/Digital Advertising	Yes	The strategy for digital (and all media placement) is the following: 1. Setting a Goal - determining who we are targeting & the desired outcome	According to researchers at Marketing Land (marketingland.com), these are the key reasons for why DMOs should invest in digital advertising: 1. Digital Advertising Drives ROI 2. Digital Advertising Enhances The Effectiveness Of Non-Digital Media Channels 3. Digital Advertising Is Effective Across The Entire Customer Journey 4. Digital Advertising Drives Word-Of-Mouth At Scale 5. Digital Creative Drives Interaction & Lifts Brands 6. Digital Advertising Is More Efficient Than Traditional Media	For all marketing efforts, the entire "journey" through the visitation phases will be analyzed: acquisition (what are we doing to attract the visitor - advertising message), behavior (what direction does the	Digital marketing not only has the ability to produce a high ROI, it helps enhance other forms or marketing. Studies have found that digital advertising helps drive perceptions, raises brand awareness and can have as narrow/wide a reach as	\$604,400.00			No	

			<p>2. Creating an Effective Message - awareness, interest, desire, and action</p> <p>3. Call to Action - drive traffic to the website, social media channels, etc.</p> <p>4. Monitor & Measure - analysis of the placement's effectiveness</p> <p>Digital advertising promotes awareness of outdoor recreation, spectacular nature and charming small towns in Montana's Yellowstone Country region. The primary seasonal focus is winter, followed by warm & shoulder seasons. This campaign includes a national focus, as well as placement in regional drive markets to push seasonal travel and metro areas with direct flights.</p>	<p>7. Digital Advertising Is Essential To Reaching An Audience</p> <p>8. Digital Advertising Is Even More Effective Than We Know</p>	<p>messaging take them) and outcomes (what was the impact to the region). Since the main call to action will be to drive audiences to the website, we will use the following metrics for digital campaigns:</p> <p>1. Estimated Impressions v. Actual Impressions</p> <p>2. Clicks</p> <p>3. Click Through Rate (CTR)</p> <p>4. Cost Per 1,000 Impressions (CPM)</p> <p>5. Cost Per Click (CPC)</p>	<p>marketers want. For YC, our digital marketing strategy is to reach a very targeted audience based on a specific activity, and then executed in conjunction with social media, print and broadcast media efforts.</p>				
Consumer	Print Advertising	Yes	<p>The strategy for print advertising is to place highly targeted advertorial and/or display content in key publications that reach a specific audience. Examples: Skiing, snowmobiling, lifestyle publications.</p> <p>Advantages of print media advertising:</p> <p>Specific Target Audience:</p> <p>In print media, the advantage of catering to specific target audience opens up countless opportunities for reaching the audience. There is a greater efficiency in resources, as ads reach the target audience.</p> <p>Loyal Readerships:</p> <p>In the print media industry, readership is mostly longstanding and loyal.</p> <p>Special Ad Positioning:</p> <p>A major advantage in magazine advertising is that an advertiser can request special ad positioning, bringing greater visibility to the brand.</p> <p>Credibility:</p> <p>Over a period of years, magazines create a vast pool of loyal readers who feel safe in its very credible environment.</p>	<p>Print advertising is an especially viable method when there is advertorial content that provides the opportunity for either in-depth messaging tailored for a niche audience, or more generalized messaging for mass media.</p> <p>http://www.contentmanagementsoftwares.net/Benefits_of_advertising_through_print_media.htm</p> <p>http://www.marketingpros.com/articles/2014/24084/print-marketing-will-thrive-in-2014-and-beyond</p>	<p>The primary objective for print advertising is to raise brand awareness. To measure success, we will be looking at overall metrics such as website visitation, social media engagement, call center activity and requests for additional information.</p>	<p>Print advertising provides an opportunity to really "showcase" brand/destination awareness.</p> <p>1. Making an "active" brand introduction to potential first-time visitors to the region and/or state.</p> <p>2. Reinforcing the brand message by "reconnecting" with return visitors to show that there are always more, or different, experiences to be found on return visits.</p>	\$50,000.00		No	

			<p>Long Life Span:</p> <p>Compared to websites or national newspapers, magazines enjoy the longest life span. Some magazines (Nat Geo) are treasured across decades.</p> <p>High Reach Prospective:</p> <p>Another advantage is that magazines have a high reach prospective. Magazines pass from family, friends, colleagues, etc.</p> <p>Glossy Ads:</p> <p>These are usually trend setting and eye catching. Maximum visibility is reiterated through magazine advertising.</p>							
Consumer	Photo/Video Library	Yes	<p>Using visual content across marketing methods provides an opportunity to help visitors conceptualize the type of experience they can have, and help them differentiate Yellowstone Country from other DMOs.</p> <p>Great imagery and video content helps to build brand awareness, as people are more apt to share information that includes these elements. The FY 18 emphasis was on obtaining imagery/video to enhance media campaigns through an integrated approach. Our strategy is to use the following guidelines for all visual content:</p> <ol style="list-style-type: none"> 1. High quality beauty images & videos that depict what makes the region so spectacular 2. Engaging imagery that shows the audience possible experiences: dining, recreation, arts & culture, etc. 3. Leveraging visual content for SEO purposes 	<p>http://www.steamfeed.com/visual-content-will-rule-digital-marketing-2014/</p> <p>https://www.thinkwithgoogle.com/articles/youtube-insights-stats-data-trends-vol10.html</p> <p>http://blog.hubspot.com/blog/tabid/6307/bid/33423/19-Reasons-You-Should-Include-Visual-Content-in-Your-Marketing-Data.aspx</p>	<p>1. Reduction in leased, limited usage fees.</p> <p>2. Increase in YC "stock" videos & images that can be used broadly for both advertising and marketing.</p>	<p>We continue to build our image and video library as we integrate our website content with our print and digital marketing. Owning these assets is a less expensive option than limited usage contracts, and allows for more flexibility in how the assets are used.</p>	\$30,000.00			No
Consumer	Website/Internet Development/Updates	Yes	<p>This segment encompasses multiple components of website work.</p> <p>1. New website development. The primary objective in FY17 was the concepting and development of a new website. This included</p>	<p>https://www.theedesign.com/blog/2014/why-you-should-update-your-website-regularly</p> <p>https://www.nextflywebdesign.com/update-website-content/</p>	<p>Constituent feedback regarding website experience.</p> <p>Positive growth in unique and repeat visitors.</p> <p>Increased goal conversions (requests for further information).</p>	<p>Our primary goal is to establish a branded web presence that compliments and strengthens the efforts in all marketing channels. The website serves as a resource/planning tool for both first-time and return visitors, so keeping content updated and "fresh" is a key component.</p>	\$50,000.00			No

			<p>a complete reimagining of website structure, functionality and messaging.</p> <p>2. Content strategy. An ongoing focus is to continuously build content to give visitors a reason to return. This content will live on the website as well as being pushed through paid and earned channels.</p> <p>3. Site management & maintenance. Website management and maintenance includes electronic database creation and maintenance, regular photo/video updating, website performance tools & reports, adding to media & content libraries, link review & changes, testing & troubleshooting, training & technology assistance, and interfacing with MTOT and other tourism related organizations.</p> <p>4. Future planning. Develop plans for future website components / functionality to ensure the website provides value to users over time.</p>			The FY17 focus will be to launch a site that will be integrated with paid and earned media efforts.				
Consumer	Travel Guide	Yes	<p>The YC travel planner is intended as a resource for all three trip planning phases: Inspiration, Orientation & Facilitation. The planner has also served as the fulfillment piece for direct inquiries.</p>	<p>A study by www.independenttravelcats.com found the following:</p> <p>Research Findings: Interestingly, while more people actually reported using the Internet for travel, guidebooks were still rated as the most influential source of information by the travelers.</p> <p>Top 5 Sources of Information Before Travel:</p> <ul style="list-style-type: none"> • Internet (85%) • Friends/Relatives (82%) • Travel guidebooks (76%) • Newspapers/magazines (70%) • Travel agencies (57%) & Corporate/associates (57%) <p>Top 5 Sources of Information During Travel:</p> <ul style="list-style-type: none"> • Travel guidebooks (76%) • Personal experience (54%) • Friends/relatives (32%) • Internet (28%) • Travel agencies (25%) 	The objectives for the travel planner and/or road map is to provide inspiration to visit the region and to help guide visitors into surrounding communities. Success will be evaluated based on distribution numbers and VIC feedback.	Based on the # of requests from visitors, reports from distribution managers, and feedback from Visitor Information Centers, the road map is an integral component of Inspiration, Orientation and Facilitation.	\$100.00			No
Consumer	Joint Ventures	Yes	<p>Joint Venture marketing projects will be identified & implemented for specific target geographic & demographic markets and may include any/all of the following: television, video, print, Internet, radio and display advertising. This would include cooperative advertising programs with MTOTBD & other Region/CVBs as applicable and/or as funds allow. As with all YC marketing, the Joint Venture projects YC participates in will be specific to promoting outdoor</p>	See supporting research in digital and print advertising sections above.	<p>Yellowstone Country can measure success (from a top-level view) by taking into account the additional marketing reach for the region due to the investment of Joint Venture dollars.</p> <p>In addition, each Joint Venture can be tracked and monitored with media performance reports, making it easy to identify direct impact.</p>	As with all advertising, Joint Ventures can be evaluated based on performance reports.	\$100,000.00			

			activities/recreational experiences.								
Consumer	Printed Material	Yes	<p>Yellowstone Country will reprint its expandable scenic road map to help promote travel outside Yellowstone National Park and into the communities within the region. Initial requests since the implementation of the map as a fulfillment piece have been significant.</p> <p>The strategy behind the map is to provide a visual, cost-effective print piece for distribution. It is not meant to replace the regional travel guide, but as a cost-effective alternative, YC will be able to move to a bi-annual travel guide, thereby reducing the cost of that publication significantly.</p>	<p>Yellowstone Country's agency (Windfall) conducted and gathered research from local and regional CVBs and VICs to see which travel collateral pieces were requested and picked up most frequently. They also surveyed the top interests of callers.</p> <p>Visitor FAQ</p> <ul style="list-style-type: none"> • Directional: How do I get to the park? How far is it to the park? • Activity based: What is there to do outside the park? What are some communities outside the park? Where are the hiking/biking/ATV trails? • Where can I get cell service or Wi-Fi? <p>How are visitors using the guide?</p> <ul style="list-style-type: none"> • Visitors pick up travel guides specifically for activity ideas and maps. • "Anything Yellowstone" • Love smaller maps that are easier to carry with around. 	<p>Map requests will be carefully monitored by our agency and contact center to determine which marketing efforts work best to promote the map. CVB and VIC pickup rates and restocking requests will also be carefully monitored to measure success for the project.</p>	<p>The map will serve as a call to action in our advertising campaigns, and will also encourage people to call or visit our website for more information. This will build our inquiry database for future marketing communications.</p> <p>GOALS</p> <p>Additional tool for visitors</p> <p>Highlight scenic drives</p> <p>Beartooth Highway</p> <p>Paradise Valley Scenic Loop</p> <p>Gallatin Canyon</p> <p>Yellowstone National Park</p> <p>Lake Loop</p> <p>Absarokee Loop</p> <p>Highlight off the beaten path communities, attractions, State Parks, trails, recreation areas and more.</p> <p>Inspirational content and photos</p>	\$35,000.00			No	
Consumer	Electronic Adv - Newsletter, E-blast	Yes	<p>Direct marketing campaigns will be highly targeted and integrated. Email marketing will allow YC to build relationships by providing the right information at the right time directly to people who already have made a connection to the region. We will use informative content & great imagery for inspiration - and to depict an experience.</p>	<p>https://blog.bufferapp.com/8-effective-email-strategies-backed-by-research</p> <p>https://www.forbes.com/sites/steveolenski/2014/09/26/email-marketing-most-effective-mobile-marketing-most-difficult/#23249ecd3e28</p> <p>https://www.inc.com/peter-roesler/study-shows-email-marketing-still-popular-and-effective-with-millennials.html</p>	<p>YC will use one/more of the following KPIs to analyze & measure the success of direct email campaigns:</p> <ol style="list-style-type: none"> 1. Click Rate 2. Conversion Rate 3. Unique Open Rate 4. Unsubscribe Rate 5. Bounces 6. Site Traffic 	<p>Email is effective because it's permission based. The people on our email list have opted in to receive messages. Email marketing makes sense because it's usable on multiple devices and we can include social media, online video and other marketing elements all within one content-rich marketing message.</p>	\$28,000.00			No	
Consumer	Multi-Media Marketing		<p>Cooperative advertising partnerships with private/public sectors TBD.</p> <p>Projects will be identified and implemented for specific target geographic and demographic markets and may include any/all of the following: television, video, print, internet, radio and display advertising.</p>	<p>See supporting research in advertising sections above.</p>	<p>As with all advertising, co-ops can be evaluated based on performance reports.</p>	<p>Yellowstone Country can measure success (from a top-level view) by taking into account the additional marketing reach for the region, in addition to the positive impact the region has on smaller entities.</p> <p>Each co-op can be tracked and monitored with media performance reports, making it easy to identify direct impact.</p>	\$20,000.00				
Marketing Support	Administration		<p>The Administrative budget is the operations budget that allows us to pay wages, operate an office, buy equipment & conduct business as an organization.</p>				\$190,000.00			No	
Marketing Support	Opportunity Marketing		<p>OPPORTUNITY marketing projects will be identified & implemented for specific target psychographic, geographic & demographic markets.</p>				\$15,000.00			No	

			This would include cooperative marketing ventures with private and/or public partners that meet the overall goals, objectives & strategies identified in YC's marketing plan.								
Marketing Support	Fulfillment/Telemarketing	No	This budget supports distribution of YC's printed materials to both resident and non-resident visitors, shipping, postage and the call center. As the primary means of distribution to both regional outlets and identified out-of-state hubs, YC contracts with Certified Folder Services and CTM to distribute travel planners and scenic maps. These facilities store the YC travel planners & fulfill bulk order requests, and stock the planners in eligible rest areas and brochure racks.	In relation, Montana Office of Tourism in past research reporting of its own showed as high as 30% increase in visitation from travelers able to make contact with the call center or visitor information resources live or via live chat. The call center provides a time tested resource to receive inquiries and visitor/campaign results opportunities and manage that information into global campaign research on effectiveness but also future adjustments to the brand, marketing campaigns, advertising creative, public relations, and much more. The call center is an integral service piece to the overall marketing program YCMI and has allowed for significant improvement in reporting, fulfillment processing time, and capturing visitor data essential to helping build a successful marketing strategy for the region.	Distribution of the travel planner and map are tracked & analyzed. This includes distribution to out-of-state locations on Certified Folder routes and CTM routes, in-state rest areas, Yellowstone, the 10 regional VICs, local Chambers and as a fulfillment piece for direct inquiries to the call center, guest book sign-ups on the website and consumer advertising campaigns.	Fulfillment is a necessary support function for all the marketing programs. Printed materials distribution, call center functionality, shipping and postage are all integral parts of running the business.	\$80,000.00			No	
Marketing Support	VIC Funding/Staffing/Signage		The regional VICs are a vital component of YC's efforts to entice travelers to visit, stay longer and do more while in Montana. The number of travelers stopping at regional VICs is significant; many people are stopping at community VICs as they move through the state, not just at the main entry points. VIC travel counselors cite that visitors often indicate they find the first-hand information they receive at the centers to be the most valuable travel resource once they are in the area. This program allows chambers the opportunity to operate more hours, employ travel counselors who are trained & knowledgeable about the region, and to provide information assistance. More and more visitors use the Internet for trip planning; however, once on the ground, they want to have local knowledge and interaction to help them have the best experience possible. Although not a conventional use of promotion & marketing dollars, this project is a good use of our funds since it allows us to provide a tangible benefit for visitors, as well as giving YCMI an opportunity to leverage partnerships with the local chambers/communities. Having on-site, trained travel counselors is a	The total # of visitors assisted during the FY 17 funding period (Memorial Day weekend-Labor Day 26) increased 15% over the same timeframe the previous year, serving 300,000+ visitors in the 10 regional VICs. NOTE: The actual number of visitors served may be much higher, because the BZN airport does not have a counting mechanism, so the #'s are extrapolated from visitor guides distributed at the airport VIC http://scholarworks.umt.edu/cgi/viewcontent.cgi?article=1094&context=itrr_pubs	Primary objective for this program is to provide information services to the visitors both before and after arrival. VIC's are a key component for all three phases of trip planning, especially the orientation & facilitation phases. Visitor numbers and satisfaction are key performance/success metrics in helping determine each year if funding the VICs are a viable use of marketing dollars. YC analyzes the VIC report provided by each participating entity annually, and uses that information & data to set the guidelines for the program, as well as to help determine target geographic demographic markets.	The VIC program is an integral part of YC's overall marketing effort & continues to be very successful. <i>Tourist information center acts as one of the most important communication channels with which to attract and educate travelers about the benefits of visiting the state.</i> VIC's provide key support for visitors to the region by offering a variety of services and support both prior to travel to the destination and once they arrive. In essence, VIC staff as both an information source, and as an influencer--they can have an impact of travel plans from the beginning planning stage through to the actual trip experience.	\$120,000.00			No	

			<p>vital support service, working in conjunction with our marketing campaigns to help showcase the multitude of unique attractions, scenery, events and properties in the regional communities.</p> <p>What Visitor Information Centers Can Provide:</p> <ul style="list-style-type: none"> • Personal interaction and engagement with visitors • Display Brochures, rack cards, guidebooks & other printed material • Offer a Taste Community - What better way to sell your destination than one-on-one interaction with the traveler. • Dining & Lodging Information for visitors • Crucial travel information such as road closures, fires, floods, etc. 							
Marketing Support	Cultural Tourism	Yes	<p>Research has shown that cultural tourists "tend to be older, better educated and earn more money than the travelling public as a whole" and "generally spend more money on holiday, stay longer in a particular area and participate in more activities than other tourists."</p> <p>As part of our commitment to partners, YC's strategy for the Cultural Tourism grant program is to provide regional communities with financial & marketing support for culinary, sporting, musical, & heritage activities, and/or lifestyle culture the community is promoting. For example, the advent of Brewfests in so many MT communities is a lifestyle culture event. These events shelp raise brand awareness of the community & region, but provide economic benefit to the area.</p>	<p>http://culturaltourism.thegossagency.com/cultural-tourism-whitepaper/</p> <p>According to the Travel Industry Association of America, roughly eighty percent of the 150,000,000+ adults who travel more than fifty miles from their homes can be considered "cultural tourists." Thirty percent of adults state that specific arts or a cultural or heritage event influenced their choice of destination on their last trip. Cultural tourism and the interest in culture among travelers--particularly affluent, active, and frequent travelers-- is on the rise.</p> <p>http://www.oecd.org/cfe/tourism/theimpactofcultureontourism.htm</p> <p>According to the case study findings published in the Impact of Cultural on Tourism "Cultural Tourism is one of the largest and fastest-growing global tourism markets. Culture and creative industries are increasingly being used to promote destinations and enhance their competitiveness and attractiveness. Many locations are now actively developing their tangible and intangible cultural assets as a means of developing comparative advantages in an increasingly competitive tourism marketplace."</p> <p>In FY 17, YC provided grants for eight community events and/or cultural happenings/projects in the region, and in FY 18, there have been six grants awarded, with the funding cycle continuing until June 1st.</p>	<ul style="list-style-type: none"> • Increase in attendance at community events • Increase in revenues for community businesses • Expansion of the product/offering--events continue to grow and have more to offer visitors • Events become self-sustaining and/or become a "signature event" 	<p>Linking tourism with heritage and culture can do more for local economies than promoting them separately. That's the core idea in cultural heritage tourism: save your heritage and your culture, share it with visitors, and reap the economic benefits of tourism. Additionally, promoting both the heritage & cultural assets in conjunction with outdoor recreation opportunities shows potential visitors the wide spectrum of activities in the region, thereby encouraging doing more and staying longer.</p> <p>Economic benefits – Cultural Tourism can provide direct benefit to the business community, such as lodging, dining, shopping, etc. Visitors' expenditure generates income for the local community.</p> <p>Social benefits – Cultural Tourism can bring about a real sense of pride and identity to communities by showcasing distinct characteristics of ways of life, history and culture in an area.</p>	\$50,000.00		No	

Marketing Support	Research	Yes	<p>YC's research strategy is geared toward "getting to know" the visitor; drilling down to find out more about who is coming, why, when, where and what they are doing while they are here. The results of these measures will help YC to market itself better to visitors.</p> <p>Research projects will be focused on these outcomes:</p> <ul style="list-style-type: none"> Define the people who are the region's visitors Help define how best to advertise to the target market Help define our competitive edge 		Success will be measured by having useful, relevant data for developing and/or revising both short-term & long-term marketing strategies.	Research is powerful business tool to understand people's behaviors and the cause and effect those behaviors have on travel decisions. Research brings another voice to the conversation—the target audience's—that is objective, free of organizational bias and can be used for planning and for evaluating purposes.	\$35,000.00			No
Marketing Support	Promotional Items	Yes	<p>YC will produce promotional items & materials to be used in conjunction with hosted press trips and media outreach/events. We want to make sure that the cost of producing the right promotional product will achieve levels of recall that isn't always doable with general media advertising.</p> <p>The strategy used for deciding what and/or how much will be based on the following criteria for these items:</p> <ol style="list-style-type: none"> Are they a good fit for the YC brand? Are they functional? Do they provide a "splash" factor? <p>Additionally, YC may produce event support materials such as signage, table covers, banners, etc. as needed.</p>	<p>Create lasting awareness</p> <p>Research from the Promotional Products Association International (PPAI) in the USA shows that 62% of people remember the name and details associated with a specific promotional product. "A good promotional item should become an ongoing reminder of your brand, every day that it is used. Brand awareness & loyalty can result from the use of a promotional item, creating an immediate appreciation and gratitude that forges a positive link. By including your contact details on a product, new customers are also more likely to call you as you are at such easy reach. It's a great long-term business card!"</p> <p>Five bits of wisdom for tradeshow and/or event promotional items/giveaway:</p> <ol style="list-style-type: none"> "Make sure your giveaway makes sense to your brand and isn't overused as a giveaway."—<i>Jennifer Seyler</i> "Give them something YOU-branded that they will use after the show is over."—<i>Paula Ledbetter Sellergren</i> "Smart, engaging, creative choices that engage the audience's imagination, trigger a memory your brand promise, that are practical and useful within your industry are the best bets for effective giveaways." —<i>Dave Poulos</i> "Choose something useful or practical that has the potential to be put into everyday use." —<i>Jay Veltz</i> "Be sure that what you select has a long shelf life and the quality is there, even if it means paying a little more." —<i>Barbara Sanner</i> <p>https://blog.epromos.com/trade-show-event-attraction-promos/guide-to-custom-trade-show-giveaways/</p> <p>https://www.qualitylogoproducts.com/blog/21-promotional-products-posts/</p>		Out of sight, out of mind — leaving event attendees with not only our advertising message, but good promotional products can effectively spearhead them to follow up and build a relationship with us. Using promotional items at media events & press trips will add personal value to YC's general marketing message.	\$10,000.00			No
Publicity	Press Promotions/Media Outreach	Yes	<p>Media Outreach & Press Events in key markets provide YC an opportunity to compliment paid media campaigns in the same markets simultaneously. The strategy behind our press events is to engage directly with targeted press to inform them about what the region has to offer by interacting in a conversational way. We will also use promotional giveaways to help keep brand awareness forefront following the event and encourage social media interaction during the actual events.</p>	<p>Hosting media events is a relatively new endeavor for YC, and to date we've held events in Dallas, Chicago and San Diego (with one more planned for Atlanta).</p> <p>The positive effect of media events has included an increased interest in our region from travel writers, an increase in inbound press trips, and an increase in social media and traditional media coverage.</p> <p>Paired with advertising campaigns in these targeted areas, press events have proven effective in broadening key markets.</p>	By tracking media coverage following events, in addition to monitoring changes in web and call center inquiries following events (and associated media placements), YC can capture the overall effect of having a physical presence in key markets.	Given the press coverage to date paired with ongoing media relationships, YC feels media events are a sound investment to raise brand awareness, promote direct flights (and simple connecting flights) into the region, and partner with regional businesses & CVBs to promote specific activities and communities.	\$65,000.00			No

Publicity	Social Media	Yes	<p>Social media continues to be one of the most important parts of our marketing mix, making up 13% of our total website traffic with 21,392 visits. This accounts for an increase in our website referrals from social media by 20%. Our biggest platform continues to be Facebook with 136,000 followers, an increase of 31% over last fiscal year. Twitter and Instagram are seeing modest growth with 10% and 23% increases, respectively. Our content is a mix of original blog posts, engaging photography, local event, live streams and videos. Wildlife, scenic drives, winter activities, profiles of locals and Yellowstone National Park generate the most interest.</p> <p>Our content strategy continues to grow. Website traffic from our blog is on track to generate 37% more visits than FY18 with 19,935 visits. Topics of interest align with the popular content in our regular social media posts.</p> <p>In FY18, we put an additional focus on Facebook Live and other videos. This strategy increased both video views and minutes viewed by over 150%. Video views totaled 548.8K and minutes totaled 177.3K. Facebook Live contributed 24,457 of total minutes and 65,400 video views.</p> <p>Yellowstone Country hosted nine social media influencers this year, which brought us a significant amount of exposure. We will continue to invite relevant influencers with unique angles to visit our area and share their experiences via their social media channels and blogs.</p> <p>This growth indicates our mix of unique content, live stream and video is proving to be extremely effective. In FY19, our plan is to increase our presence in both of these areas. We are investing in a tripod, gimbal and audio equalizer which can be utilized to stream and record events across the region. CVB directors, board members and other tourism</p>	<ul style="list-style-type: none"> According to Sprout Social, approximately 90% of online shoppers believe product videos help them make a purchasing decision. Additionally, the average online video is completely watched end to end by 37% of viewers. https://sproutsocial.com/insights/social-media-marketing-strategy/. "Inc." predicts that by 2021, the video streaming market will reach \$70.5 billion and that social influencers the fastest growing marketing channel. https://www.inc.com/larry-kim/9-social-media-trends-to-pay-attention-to-in-2018.html HubSpot, one of the leading platforms for inbound marketing stresses the importance of a blog strategy citing a 434% higher changes of ranking higher on search engines if you have a blog, and that businesses with blogs get 67% more leads than those who don't. https://blog.hubspot.com/customers/10-reasons-blogging-should-be-part-of-your-2018-content-strategy 	<p>Our success will be measured by increased:</p> <ul style="list-style-type: none"> Number of social media followers Content engagement Website referrals Exposure from social influencers 	<p>Social Media is an integral component of the overall marketing strategy; it supports the Consumer Advertising & Publicity/Public Awareness campaigns, gives us a platform to support local tourism stakeholders, engages both new and repeat visitors and allows us to continuously tell the Yellowstone Country story.</p>	\$40,000.00			No
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			<p>stakeholders are collaborating to attend events and generate content. This strategy is also intended to interest a younger demographic through Instagram Stories and other potential platforms such as Periscope.</p> <p>Our blog posts will increase to weekly with more emphasis on profiles of the people and businesses in Yellowstone Country, scenic drives, unique activities and local events.</p> <p>The change in Facebook's algorithm in FY18 to focus on interactions between family and friends versus business pages has prompted us to increase our budget to promote posts. This has been a successful strategy thus far, indicating we should continue and have included a monthly allocation of \$500 to continue in FY19.</p>							
Publicity	PressTrips	Yes	<p>Following each outbound press event, YC evaluates attendees and reaches out to a select group to explore the region. Travel writers and social influencers are hosted on a variety of trips - spanning from individual trips to group trips - with custom itineraries and activities depending on each unique audience.</p>	<p>From our outbound press trips, we have hosted inbound journalists with arrangements, complimentary services & goods and regional guides, at little to no cost to the region. These journalists were on assignment or freelancing stories regarding outdoor recreation activities, which is the primary focus of YC marketing campaigns. These included: whitewater rafting, golfing, fishing, hiking, mountain biking, camping, bird watching, Nordic & alpine skiing, snowboarding, ice climbing, snowmobiling and wildlife viewing in Yellowstone National Park.</p>	<p>The objective is to increase brand awareness through storytelling.</p> <p>We can measure success through publicity values, but also through the following:</p> <ul style="list-style-type: none"> • Did we reach the target audience? • Did it build awareness of our destination and/or specific activity? • Reach & social engagement • Lead generation by content, channel, and initiative. • Quantity & quality of coverage • # of articles produced 	<p>Working with the media is an important way for Yellowstone Country to tell our story; it helps personalize the experience for visitors and supports consumer advertising campaigns. This is part of the inspiration phase, but also serves a purpose as part of the orientation phase.</p> <p>See FY18 results attached.</p>	\$34,500.00		No	Influencer Output_FY18.d
							\$1,557,000.00			

Marketing Method Evaluation Attachments

Attachment 1

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	Online/Digital Advertising	\$726,853.00	\$0
Consumer	Print Advertising	\$100,000.00	\$0
Consumer	Photo/Video Library	\$30,000.00	\$0
Consumer	Travel Guide	\$100.00	\$0
Consumer	Website/Internet Development/Updates	\$50,000.00	\$0
Consumer	Printed Material	\$35,000.00	\$0
Consumer	Electronic Adv - Newsletter, E-blast	\$28,000.00	\$0
		\$969,953.00	\$0
Marketing Support	Research	\$35,000.00	\$0
Marketing Support	Administration	\$200,000.00	\$0
Marketing Support	Joint Ventures	\$150,000.00	\$0
Marketing Support	Fulfillment/Telemarketing	\$80,000.00	\$0
Marketing Support	Opportunity Marketing	\$15,000.00	\$0
Marketing Support	VIC Funding/Staffing/Signage	\$120,000.00	\$0
Marketing Support	Cultural Tourism	\$50,000.00	\$0
Marketing Support	Promotional Items	\$10,000.00	\$0
		\$660,000.00	\$0
Publicity	Social Media	\$40,000.00	\$0
Publicity	PressTrips	\$34,500.00	\$0
Publicity	Press Promotions/Media Outreach	\$75,000.00	\$0
		\$149,500.00	\$0
		\$1,779,453.00	\$0

Miscellaneous Attachments

Description	File Name	File Size
Yellowstone Country FY 19 Budget pie chart	FY 19 Budget pie chart.docx	186 KB

Reg/CVB Required Documents

Description

File Name

File Size

