

Marketing Plan 2010

SOUTHEAST MONTANA CUSTER COUNTRY

Custer Country's goal is to effectively market the region as a tourism destination. To bring visitors and economic growth to the counties of Dawson, Wibaux, Fallon, Carter, Prairie, Custer, Powder River, Rosebud, Treasure, Yellowstone, Big Horn, Musselshell, Golden Valley and the reservations of the Crow and Northern Cheyenne Tribes.

Historic Adventure, that is what a visit to Custer Country promises. This is the land where visitors can ride their bicycles on the trails that once carried the soldiers and warriors of two proud nations as they clashed on the banks of the Little Bighorn. This is the land where visitors can catch trophy paddlefish from the same river that flows past Pompeys Pillar, where William Clark left his mark on history as he carried home the news of the great land he had discovered. This is the land where visitors can enjoy homemade milkshakes and pitchfork fondue, served by the friendly descendents of the settlers and pioneers who defied the odds and built thriving communities where before there was only prairie. This is the land where visitors can watch the swirl of color and feel the beat of the drum that has nourished the tribes of the Crow and Cheyenne for half a millennia. This is Custer Country.

1) PURPOSE

The Purpose of this comprehensive marketing plan is to provide a strategic direction for the Custer Country Tourism Region. This strategic direction will position this region to better recruit leisure and group visitors and the filming industry to the counties of Dawson, Wibaux, Fallon, Carter, Prairie, Custer, Powder River, Rosebud, Treasure, Yellowstone, Big Horn, Musselshell, Golden Valley and the reservations of the Crow and Northern Cheyenne Tribes which make up Custer Country.

The plan emphasizes the importance of targeted tourism promotion, research, tracking and accountability in order to build a marketing strategy that extends beyond this fiscal year and into the future.

2) IDENTITY OF THE AREA

Strengths

1. Historic Sites

- a. Little Bighorn Battlefield National Monument and Pompeys Pillar National Monument are internationally known, and are two of the most well known historic sites in Montana
- b. Other historic sites include Pictograph Caves State Park, Chief Plenty Coups State Park, Makoshika State Park, Rosebud Battlefield State Park, Wolf Mountains Battlefield National Historic Monument, and Canyon Creek Battlefield Nez Perce National Historic Park
- c. Historic/Interpretive trails include:
 - i. Warrior Trail
 - ii. Lewis and Clark Trail
 - iii. Dinosaur Trail
 - iv. Birding Trail

2. Breathtaking Experiences by Day

- a. Fishing on a Blue Ribbon Trout stream (Big Horn River)
- b. 13 counties provide abundant opportunities to hunt on public land
- c. Excellent wildlife viewing opportunities, including the only protected, free-ranging wild horses in Montana
- d. Bicycling, hiking, rafting, and photography opportunities can be found throughout the region

3. Relaxing Hospitality at Night

- a. The most advanced and extensive convention facilities in Montana
- b. From 4-Star Hotels to welcoming Bed and Breakfasts

- c. Shopping opportunities from unique small boutiques to major shopping malls, which draw many visitors from outside Custer Country to the region

4. Spectacular Unspoiled Nature

- a. Bighorn Canyon National Recreation Area
- b. Pryor Mountains
- c. Yellowstone River (The largest free-flowing river in the United States)
- d. Medicine Rocks State Park
- e. Opportunities for motorcyclists, RVers, Off-roaders, and pleasure drivers to see all of these natural wonders without leaving their mark on the land

5. Charming Small Towns and Communities

- a. Glendive, The world's only producer of Paddlefish Caviar
- b. Miles City, Home of the internationally known Bucking Horse Sale
- c. Crow Agency, Home of Crow Fair, the Tipi Capital of the World
- d. Ingomar, Home of the Jersey Lillie's Famous Baked Beans
- e. Forsyth, Home of the Matthew Quigley Buffalo Rifle Match, the largest shooting competition of its kind in the United States
- f. Events and history which is unique to Custer Country:
 - i. Clark Days at Pompeys Pillar National Monument
 - ii. Two re-enactments of the Battle at the Little Bighorn between Custer's 7th Cavalry regiment and Sioux and Cheyenne warriors
 - iii. The home of Evelyn Cameron, a famous photographer of South-eastern Montana life during the turn of the 20th century
- g. A wide variety of museums exist across the region showcasing Custer Country's history and heritage, including the Range Riders Museum in Miles City.
- h. The citizens of Southeast Montana possess a strong Cultural Identity (i.e. Cowboy culture, Native American culture, Rural American culture)

6. Accessibility

- a. Logan Airport in Billings has more routes, and is served by more airlines than any other airport in Montana
- b. Smaller airports servicing charter flights and small aircraft can be found in Roundup, Forsyth, Hardin, Laurel, Fort Smith, Colstrip, Broadus, Miles City, Ekalaka, Baker, and Glendive.
- c. Interstate 90, Interstate 94, Highway 212, and Highway 12 provide easy access through Custer Country, creating heavy visitor traffic through the region

Challenges

The challenges listed offer us both an opportunity to address them directly and seek solutions; as well as the insight to simply understand that they exist so we may market the region appropriately. We do not want to over promise and under deliver to our guests. Creating an authentic experience must come with a complete understanding of the issues regardless of whether they are solvable in our scope of work.

1. There is a lack of understanding among Custer Country's potential visitors as to what a Tourism Region is. Visitors don't tend to travel to "regions" as a destination. By partnering with surrounding areas (Rapid City, Red Lodge, Yellowstone Park) we will position this region as a destination while showing potential access points and attractions surrounding us.
2. Cultural differences between the citizens of Billings, Montana's largest city, and the citizens of the smaller communities exist. This does not pose a direct challenge to

- the tourist visiting the region. Rather, it creates a challenge for the Custer Country organization in attempting to gain support and create partnerships with tourism organizations in smaller communities. This challenge will be overcome through regular meetings, continual communications and the development of an inclusive and representative board of directors.
3. There is a lack of developed recreation areas (i.e. Camping locations, national parks, winter resorts).
 4. There is a lack of diversity and accessibility to recreation opportunities during the winter season.
 5. The large distance between towns and services is a challenge in Custer Country. Potential visitors, while attracted by our unspoiled wilderness, may be hesitant to travel to areas where services don't exist.
 6. There is a lack of variety in niche lodging opportunities in Custer Country compared to other regions in Montana. (i.e. Guest Ranches, Dude Ranches, Resorts, etc. Custer Country only possesses two guest ranches and one fishing-related resort).
 7. There is a lack of public transportation between Custer Country's communities and destinations (i.e. Bus, Train, Tour Bus, Taxi, Etc.).

3) GOALS

All ACTIONS taken by Custer Country will support the following GOALS;

1. Use Custer Country's most well known historical assets to draw people to the region. These assets are:
 - a. Little Bighorn Battlefield National Monument
 - b. Pompeys Pillar National Monument
 - c. Bighorn Canyon National Recreation Area
 - d. Cowboy/Pioneer history
 - e. Native American culture and history
 - f. Prehistoric sites (Dinosaurs)
2. Develop a brand for the region which continues to highlight its historical treasures while placing increased emphasis on the excitement and adventure the region can offer. This brand will incorporate the branding initiative of the Montana Office of Tourism as well in Custer Country's various marketing projects.
3. Unite the Custer Country region in order to use the combined assets of the small communities, historic attractions, scenic areas, and cities to foster economic prosperity through tourism.
4. Raise awareness of Custer Country as a multi-faceted tourism destination among identified target markets and audiences.
5. Develop and implement educational programs designed to educate residents of the region about the benefits of tourism, as well as train front line employees in Custer Country how to create an experience that will lead to repeat visitation.
6. Increase visitation to Custer Country among resident, domestic, and international travelers. This should include:
 - a. Encourage Staycation Travel- Encouraging those living in Western Montana to experience the attractions and events within Custer Country.
 - b. Encourage Repeat travel to the region.
 - c. Encourage "come early, stay late" behavior among business and convention travelers.
 - d. Encourage longer stays by leisure travelers.
7. Increase Shoulder & Winter season visitation through promotion of special events and attractions that remain open year-round.

8. Improve relations between Custer Country communities in order to maximize tourism benefits to every citizen of the region.
9. Cooperate with other tourism organizations in the region such as local CVBs, Chambers of Commerce, Montana Office of Tourism, Other Tourism Regions, Rapid City SD, Yellowstone National Park, and any other entities with whom a partnership can benefit the people of Custer Country.

4) SUPPORT FOR STATE OF MONTANA TOURISM STRATEGIC PLAN

This Marketing Plan supports the following objectives laid out in the State of Montana's 2008-2012 Tourism Strategic Plan:

- **Goal 1: Increase four-season tourism revenues state-wide through effective marketing and promotions, focusing on high-value, low-impact visitors**
 - 1.1: Implement highly targeted consumer advertising and promotion campaigns, based on strategic marketing plans and track/report results.
 - i. 1.1.a: Expand public-private marketing partnerships with tourism businesses and attractions.
 - ii. 1.1.b: Continue with winter marketing
 - iii. 1.1.c: Attend consumer travel shows
 - iv. 1.1.d: Continue marketing to international travelers
 - v. 1.1.e: Enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts
 1. Custer Country will develop a system in which visitor centers from around the region have similar tracking mechanisms and will report their visitor data on a weekly basis
 - 1.2: Promote Montana to targeted groups and events, emphasizing off-peak season.
 - i. 1.2.a: Amplify targeted sales and marketing to attract groups, meetings, and conferences.
 - ii. 1.2.d: Target travel media to increase the visibility of Montana as a leisure travel destination
 - iii. 1.2.e: Continue to target tour operators to bring group tours and packaged vacations to Montana
 - 1.3: Work collaboratively with other tourism marketing partners to plan and implement priority marketing efforts.
 - i. 1.3.b: Implement the new Montana tourism brand
 - ii. 1.3.c: Conduct educational workshops, presentations, and webinars
 - 1.4: Improve Montana's Visitor Information System to extend visitor stays and spending
 - i. 1.4.a: Create a database inventory of visitor information system (VIS) components available state-wide
 - ii. 1.4.c: Provide advanced training for all Visitor Information Centers (VICs)
- **Goal 2: Attain public policy and citizen support for sustainable tourism and recreation**
 - 2.1: Build awareness through state-wide publicity efforts about the new Montana Tourism Charter, geotourism, the benefits/impacts of tourism, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.

- 2.2: Provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits
- **Goal 3: Address management and access issues for sustainable recreation on private, state, and federal lands.**
 - 3.1: Educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas
- **Goal 4: Enhance and preserve Montana’s culture and history (historic sites, museums, art, music, etc.)**
 - 4.1: Promote Montana’s existing historic and cultural assets for the enjoyment of residents and visitors
 - i. 4.1.a: Use local historic/cultural/tribal attractions as venues for conferences, events and educational seminars
 - ii. 4.1.e: Plan and promote commemorations of historic events in Montana
- **Goal 5: Support appropriate tourism business growth, including new tourism products and services, for target customer markets.**
 - 5.1: Cultivate opportunities to leverage private and public dollars to create tourism products and attract new tourist markets
 - i. 5.1.a: Create vacation packages, and develop theme itineraries, designed for off-peak season niche markets targeted by promotion efforts
 - ii. 5.1.b: Expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities)
 - iii. 5.1.c: Encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences
- **Goal 6: Address tourism and recreation professional development, workforce availability, and affordable housing issues.**
 - 6.1: Enhance professional development opportunities and requirements for staff and board members of Montana tourism and recreation-related organizations
 - i. 6.1.b: Sponsor training for staff and volunteer board members of tourism, recreation, historic, and cultural organizations and agencies
- **Goal 8: Enhance the “curb appeal” of Montana communities to attract visitors.**
 - 8.2: Implement improvements to make Montana communities more visitor-friendly
- **Goal 9: Increase funding to maintain sustainable tourism and recreation.**
 - 9.1: Seek increases in state funding sources for targeted tourism marketing, and for tourism and recreation-related programs and facilities
 - 9.2: Foster opportunities to pool public and private marketing dollars
 - 9.3: Enhance funding for region and CVB marketing efforts
- **Goal 10: Build an effective “team” to implement the strategic Plan, and report results.**
 - 10.1: Recognize Travel Montana as the “Team Captain” to communicate regularly with partners, and coordinate successful implementation of the actions in the Strategic Plan
 - 10.2: Create public/private/tribal partnerships for cooperative project implementation
 - 10.5: Obtain strategic research to inform tourism marketing, development, and policy decisions, and disseminate results and implications

- i. 10.5.a: Continue to conduct research about resident and non-resident travelers in Montana to determine progress on Strategic Plan objectives
- ii. 10.5.c: Continue regular monitoring of Montanans' opinions about tourism and recreation
- iii. 10.5.d: Disseminate tourism research reports to partners state-wide

5) MEASURABLE OBJECTIVES

- **Unique web user sessions:** increase 20% from 53,000 to 63,600
 - Rationale: New web site, online advertising, search engine optimization, ad campaign driving more visitors to the site.
- **Advertising responses:** increase 10% from 18,000 to 19,800
 - Rationale: New creative campaign, new advertising vehicles coupled with past vehicles that have proven successful.
- **Consumer Database:** increase contacts by 25% for email distribution from 1,500 to 1,875.
 - Rationale: In the past emails have not been captured from all sources. Capturing these emails will allow us to communicate effectively to niche audiences on specific areas of interest.
- **Media Relations:** Reach 500,000 impressions and a media value equivalent of \$500,000.
 - Rationale: Developing a thorough media relations program including releases and fam tours, along with a tracking mechanism will begin immediately.
- **Stakeholder Report Card:** Receive an 80% approval rating in the first year of operation from all stakeholders throughout Custer Country.
 - Rationale: Using the stakeholder database we will develop a confidential survey asking Custer Country stakeholders to rate our performance and specific projects.

6) TARGET MARKETS (GEOGRAPHIC)

Custer Country's primary markets, being those who are currently visiting Custer Country, as defined in a 2005 study by the Institute for Tourism and Recreation Research are:

1. Wyoming
2. Washington
3. Minnesota
4. North Dakota
5. Idaho

Custer Country has also identified through call center reports several potential markets for the region. These markets are:

1. California
2. Texas
3. New York
4. Florida
5. Pennsylvania

Other Geographic markets will include, but not be limited to:

1. Areas targeted by MTOT's High Plains marketing campaign (Western Montana, Western North Dakota)
2. Chicago, IL and Minneapolis, MN in order to take advantage of MTOT marketing efforts there.
3. Other areas Custer Country deems as potential markets after further research

7) TARGET MARKETS (DEMOGRAPHIC)

Custer Country's Primary demographic market is the affluent 50+ couple travelling across Montana. They tend to be active and come to Montana to experience adventure, be it bicycling, hiking, rafting, etc. This group tends to have a household income of \$40,000 - \$80,000 and typically consists of a group size of 2. This group enjoys driving for pleasure, wildlife watching, shopping, and visiting historic sites. This group may include RVers.

Secondary markets include geo and eco travelers. The age of this demographic is 35-55 with a household income between \$40,000 - \$80,000. This group can have between 1-3 children and enjoys visiting historical sites, day hiking, bicycling (both road-cycling and mountain-biking) and picnicking.

Both these markets tend to be passing through Custer Country on their way to Yellowstone National Park. The attractions in Custer Country they are most likely to visit are Little Bighorn Battlefield, Pompeys Pillar, and Bighorn Canyon.

8) MARKETING METHODS:

Marketing/Public Relations Manager

To successfully implement our strategies for the region it will be essential to hire a full time marketing and public relations manager. This person will spearhead projects to ensure consistent progress and messaging; create strong private and public sector partnerships to expand our marketing resources; explore potential niche markets such as motorcycle enthusiasts; and market to leisure groups. This position will ideally be filled by someone who lives in our region, understands its dynamics and that of surrounding areas, and can act quickly when needed for unanticipated marketing and publicity challenges requiring immediate and proactive action.

His/her duties will include publicity and media communications, development and distribution of on-line media releases; development of a media (print) database and distribution of information to these sources on a regular basis; writing and coordination of the visitor guide; development and maintenance of a social networking marketing strategy that focused on web-based travel sites, social networking sites, and personal information/blogs sites.

This position will be very cost effective by allowing us to create and distribute our own publicity information, creating or updating our internet site and social networking tools, making our own basic in-house creative, and marketing communications with our regional stakeholders.

There will be a need to retain a professional advertising agency for high quality production and development of projects that require unique skills, such as developing our internet and social media framework. These projects will be under the direction of our marketing director.

Print/Online/Video Advertising Mediums

1. **Print Advertising:** Ads will educate the reader about the attractions offered in the region and will call the reader to action. Each ad will prominently feature the website and contact information for the Custer Country call center.
2. **Social Media:** Custer Country will market itself to a younger, increasingly more technology-savvy demographic and increase the reach of its marketing efforts exponentially by creating and maintaining a presence on social media sites such as YouTube, Facebook, Twitter, etc.
3. **Website:** Custer Country will use print, video and social media advertising to drive the target audience to the Custer Country website. The new website will be designed to not only encourage potential visitors to come to the region, but will also aid those who are already coming to plan their trip. The number of visitors to the site will be tracked, as will the areas of the site which are most heavily used, in order to better understand Custer Country's potential visitors and better meet their needs. A .mobi site will also be developed for Custer Country that will provide users of smart phones and mobile internet with a website designed for their devices.
4. **Video:** Both the website and social media aspects of Custer Country's advertising will use video as a tool to reach a wider audience. Videos depicting the region's tourism attractions, as well as events, communities, and culture, will be available for viewing from both the website and social media outlets. Television commercials in select markets may be created as well.
5. **Collateral:** The annual Custer Country Travel Guide will be produced and distributed free of charge. The guide will contain photos and information designed to lure potential visitors to the region. Future guides will be much smaller and will focus on the major regional "attractors" while not losing sight of all of Custer Country's significant attractions. We define an "attractor" as a site, museum, event or any venue that stands alone in its appeal to draw visitors (such a Little Bighorn Battlefield). An "attraction" typically augments the visitors stay but seldom is the sole reason for their visit (such as small local museums).

Other Marketing Elements

1. **State Co-ops:** We will cooperate with MToT and other Regions and CVB's to take advantage of quantity page rates whenever possible
2. **Travel Shows and Events:** Custer Country will generate interest in the region by attending travel shows and events that offer booth space and would be well suited to the Custer Country product: such as Rocky Mountain International, Las Vegas Cowboy Christmas, Gettysburg Annual Re-enactment Event, Springfield Short Track Motorcycle Event, Minnesota Travel Show, and other events where we can promote Custer Country to potential visitors.
3. **Publicity/Promotion:** Custer Country will target and host travel writers, magazine editors, TV and Radio producers encouraging them to produce editorial coverage about the region's activities, events, and tourist attractions over all four seasons.
4. **Visitor Information Center Assistance:** Custer Country will set aside resources to offer aid and support to VICs and other non-profit organizations dedicated to assisting tourists visiting Custer Country.

Strategies

1. Tourism trends are showing that with the recession, people are choosing to stay closer to home and travel in less expensive ways. This bodes well for Custer Country, as the tourism opportunities in the region tend to be inexpensive and

relatively unknown to potential tourists in a 300-mile radius. By targeting its marketing efforts at areas that have already been targeted by MTOT marketing campaigns, Custer Country can build off of their efforts. These areas include:

- a. Seattle, WA
 - b. Minneapolis, MN
 - c. Bismarck, ND
 - d. Western Montana
 - e. Chicago, IL
2. Eco/Geo Tourism
 - a. This demographic is becoming a significant segment of the tourism market and geographically can be found in areas beyond the western and southern borders of the Custer Country region. Our primary draw for these tourists is our unspoiled natural landscapes. These tourists seek scenic areas where they can engage in recreational activities without leaving permanent marks on the land.
 3. Partnership with Yellowstone Country, Rapid City, and the Warrior Trail in marketing Highway 212 and the Beartooth Pass Scenic Highway
 - a. Custer Country should attempt to create a partnership with Yellowstone Country, Rapid City South Dakota, and the Warrior Trail in order to increase tourism traffic along the stretch of Highway 212 running from Rapid City, SD to Yellowstone National Park. By combining the resources of these organizations a greater audience could be reached and the increased traffic on the highway would benefit all.
 4. Partnership with Missouri River Country in marketing Eastern Montana/High Plains region as a whole.
 5. **Historic Adventure:** Improve the brand image of South-eastern Montana as a multi-faceted tourist destination. Custer Country has established itself as a place containing important historical sites. What it must do now is build on this reputation to develop new markets that will not be lured by the promise of history alone. Historic Adventure will be the new promise to potential visitors. Our target audience will see that Custer Country is a place where a person can experience history not only from the window of a car, but from the seat of a bicycle, the bottom of a raft, and from far off vistas after a long hike. In essence, Custer Country is not just about Custer. It is about experiencing history the way the historical figures experienced it. First hand.

Custer Country, Montana

Fiscal Year 2010-2011

Sept 10, 2010-June 30, 2011

Annual Budget Overview

Please note: Approval of this annual budget authorizes spending only for Administration, Opportunity Marketing, Cooperative Marketing, Joint Ventures, Tourism Advisory Council Meetings (transportation/mileage, food, lodging), the annual Marketing Plan meeting with the Department, the Annual Governor's Conference on Tourism & Recreation, and Telemarketing (phone, fulfillment, postage, UPS, FedEx), and Superhost (program support). All other projects must be approved through the application process.

<u>Project Description/Category</u>	<u>Project Budget</u>	<u>Total Budget</u>
Marketing Support		\$114,400
Administration (Up to 20%)	76,000	
Marketing/Public Relations Manager	25,000	
Opportunity (Up to 10%)	3,300	
Joint Ventures	100	
Cooperative Marketing	8,000	
Governors Conf./TAC Mtngs/Partners Mtngs	2,000	
Consumer Advertising		\$94,000
Ad Production	20,000	
Consumer Advertising	59,000	
Billboards (Hwy 212)	10,000	
Online Advertising	5,000	
Consumer Travel/Trade Shows and Events		\$16,000
Las Vegas Cowboy Christmas	5,000	
Gettysburg Annual Event	2,000	
Springfield Short Track Motorcycle Event	3,000	
Minneapolis Travel Show	3,000	
TIA PowWow	3,000	
Internet Development		\$42,000
Web Site/Mobi Development	30,000	
Social Media Development	8,000	
Webpage Marketing (SEO)	4,000	
Filming Locations		\$100
Scouting	100	
Group Travel		\$2,000
RMI	2,000	

Visitor Information Center		\$3,500
VIC Signage	3,500	
Print Projects		\$28,000
Travel Guide Cover	5,000	
Summer Calendar of Events	2,000	
Custer Trail Brochures	5,000	
Native Sites Brochure		
Pow Wow/Warrior Trail/Culture	7,000	
Motorcycle Lure Brochure	5,000	
Fulfillment Envelopes	4,000	
Publicity		\$32,000
Photo Library	10,000	
Brand Development	10,000	
Fam Tours	3,000	
Media Hosting	2,000	
PR Sales Missions (Rapid City, Missoula)	2,000	
Giveaways	5,000	
Research	19,000	\$19,000
Telemarketing/Fulfillment		\$29,000
Postage	12,000	
Non-funded Chamber Postage	3,000	
Storage	3,000	
Fulfillment by Contractor (Certified)	5,000	
MARS Stout	6,000	
TOTAL BUDGET REQUESTED		\$380,000

Please identify projects and amounts you would eliminate or reduce if revenue decreases by 10%: 10% reduction would equal \$38,000. Reductions would occur in administration (\$7,600); Consumer Advertising (\$15,400); Consumer/Trade/Event Shows (\$5,000); Web Site (\$5,000); Publications (\$5,000)

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

Organization Name Custer Country, Montana

Project Name Marketing/Public Relations Manager

Application Completed by John Brewer

Approval Requested

Final

Preliminary

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

Custer Country, Montana wishes to employ a full time Marketing/Public Relations Manager. This person will be the face and the voice of Custer Country. They will be traveling throughout the region, as well as responsible for implementation of the annual marketing plan. A complete job description is included with this application.

This position is a very efficient and cost effective means to handle our marketing. The value of the local knowledge of the region and of situations cannot be overstated. A few of the crucial elements this position will be responsible for includes:

- Formulating and updating the annual marketing plan, goals, objectives, and specific projects. In addition to creating the plan, this position will be responsible for the execution of its strategies across all advertising campaigns and in our web presence;
- Produce relevant content and basic creative working in conjunction with the ad agency;
- Research travel trends, traveler perceptions, marketing technologies and methods of implementation;
- Raise the level of marketing awareness and participation within our region through regular marketing 'blasts,' consistent marketing reports at regional meetings. Additionally, public workshops and specific public meetings and presentations give the community a chance to become involved in the process required to formulate and implement a successful marketing program. It will save tax dollars that would have been devoted to a marketing plan retreat and development of the plan by an agency;
- Create and distribute publicity information (write and distribute media releases for example), creating or updating our internet sites and social networking tools; and can be totally attentive to press on a one-to-one basis, etc;
- Work proactively with Montana Office of Tourism and other tourism partners, both public and private, to maximize impact and reach;
- Create and manage media database.

Objectives

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

Rationale of these measurable objectives are fully delineated in the marketing plan

- Unique web user sessions: increase 20% from 53,000 to 63,600
- Advertising responses: increase 10% from 18,000 to 19,800

- Consumer Database: increase contacts by 25% for email distribution (from 1,500 to 1,875)
- Media Relations: Reach 500,000 impressions and a media value equivalent of \$500,000.
- Stakeholder Report Card: Receive an 80% approval rating in the first year of operation from all stakeholders throughout Custer Country.

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

All aspects of the marketing plan are supported by this project. Each of the nine goals listed below will be fulfilled by the Marketing/Public Relations Director.

- Use Custer Country's most well known historical assets to draw people to the region.
- Develop a brand for the region which continues to highlight its historical treasures while placing increased emphasis on the excitement and adventure the region can offer. This brand will incorporate the branding initiative of the Montana Office of Tourism as well in Custer Country's various marketing projects.
- Unite the Custer Country region in order to use the combined assets of the small communities, historic attractions, scenic areas, and cities to foster economic prosperity through tourism.
- Raise awareness of Custer Country as a multi-faceted tourism destination among identified target markets and audiences.
- Develop and implement educational programs designed to educate residents of the region about the benefits of tourism, as well as train front line employees in Custer Country how to create an experience that will lead to repeat visitation.
- Increase visitation to Custer Country among resident, domestic, and international travelers.
- Increase Shoulder & Winter season visitation through promotion of special events and attractions that remain open year-round.
- Improve relations between Custer Country communities in order to maximize tourism benefits to every citizen of the region.
- Cooperate with other tourism organizations in the region such as local CVBs, Chambers of Commerce, Montana Office of Tourism, Other Tourism Regions, Rapid City SD, Yellowstone National Park, and any other entities with whom a partnership can benefit the people of Custer Country.

How does this project support the Strategic Plan?

- Goal 1: Increase four-season tourism revenues state-wide through effective marketing and promotions, focusing on high-value, low-impact visitors
- Goal 2: Attain public policy and citizen support for sustainable tourism and recreation
- Goal 3: Address management and access issues for sustainable recreation on private, state, and federal lands.
- Goal 4: Enhance and preserve Montana's culture and history (historic sites, museums, art, music, etc.)
- Goal 5: Support appropriate tourism business growth, including new tourism products and services, for target customer markets.
- Goal 9: Increase funding to maintain sustainable tourism and recreation.

Detail pages attached Yes X No___

**Custer Country
Marketing/Public
Relations Manager**

	State Tourism Funds		Other Funds		Total
PROFESSIONALSERVICES:					
Salary	25,000	+			
(This application is for nine months of wages and taxes since the position will not be hired until October. Benefits expenses will come from private funds.)			\$0	=	\$25,000
TOTAL	\$25,000		\$0		\$25,000

REGION/CVB PROJECT TOTAL	\$25,000	+	\$0		\$25,000
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Position: Custer Country Marketing/Public Relations Manager

Position Summary: The Custer Country Marketing/Public Relations Manager will develop and implement all marketing programs utilizing public funding through the Montana state lodging tax. Will also be responsible for reporting duties as required in the state rules and regulations. As “the face of Custer Country” this position will travel throughout the region and build relations with stakeholders.

Key Accountabilities: The overall task of the Custer Country Marketing/Public Relations Manager is to plan, organize and direct the marketing operations of the tourism region.

1. Strategic Development and Implementation: Develop an annual program of work and maintain a strategic focus that will drive visitors to the 13 counties and two Indian reservations in the region. Must develop a program of work which will serve to direct the activities of the organization to reach its goals and objectives. Must know how to formulate the program and develop the leadership, structure and reporting requirements to see that it is accomplished. Shall present to the Board of Directors the annual plan of action and budget prior to May first of each year.
2. Working knowledge of state Rules and Regulations that govern lodging tax expenditures.
3. Committees: Appoint and lead committees as necessary subject to the approval of the Board of Directors.
4. Financial: Assist in the development of the budget and stay within those parameters as approved by board.
5. Regional Leadership: Establish and maintain ongoing effective communications with stakeholders, government officials, business leaders and the media. Represent Custer Country at regional functions and at selected national activities that serve to foster the betterment of Custer Country’s mission.
6. Public Relations: Familiarization Tours, feature articles, media pitches, media blitzes, meet with community leaders, event planners and attraction manager among the many stakeholders in the region that will keep you apprised of PR opportunities, maintain a photography library
7. Brand Manager: Develop and maintain the integrity of the brand standards for the region and work to tie in the Montana Office of Tourism brand standards.
8. Marketing: Ad agency liaison, knowledge of media buys, creative development, publication development.
11. Web Base Communications: social media, web site maintenance, collection of emails

12. Stakeholder Communications: electronic, print, face to face communications and frequent updates to report on success. Maintain stakeholder database.
13. Other: Frequent travel; before or after normal work hours, via auto, air, train, bus; willing and able to work evenings, weekends and/or holidays during extended summer hours or as event deems necessary. Travel will be extensive throughout Montana and the U.S. as well as possible international travel.
14. Other Duties as assigned

Qualification: Skills	<ol style="list-style-type: none"> 1. Strong level of marketing knowledge, business theories, practices and procedures. 2. Proven experience in budget development and financial controls. 3. Excellent verbal, written and presentation skills. 4. Strong interpersonal skills and an ability to provide leadership. 5. Experience in supervision with proven ability to recruit, train and develop staff. 6. A high degree of poise and tact to represent Custer Country to all regional stakeholders along with professional travel clients and our visitors.
Qualification: Education	Degree in marketing, communications or similar.
Qualification: Experience	Three years minimum experience in marketing, public relations and web based communications.
Qualification: Team Promise	It is our Team Promise is to passionately deliver each of these values to our stakeholder...always: WOW Factor; Innovation; Knowledge; Integrity; Leadership; Laughter!

Position Specifications:	Reports To:	Chamber/CVB President/CEO
	Classification/Hours:	Exempt, regular, full-time
	Benefits:	Medical, dental, life and long-term disability insurance, flex program, paid vacation and sick leave, holidays, 401(k)

Application Process:	Required Materials:	Cover letter, resume, two non-returnable creative and business writing samples and a sample of a marketing campaign.
	Send To:	Human Resources PO Box 31177; Billings, MT 59107 Fax 406-245-7333

Organization Name Custer Country, Montana

Project Name Consumer Advertising

Application Completed by John Brewer

Approval Requested

Final

Preliminary

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

A major part of the Custer Country budget will be devoted to consumer advertising. Custer Country's general consumer advertising campaigns will focus on Historic Adventure. Potential sub-campaign themes would include: western/cowboy, outdoor recreation, dinosaur, and motorcycle/automobile adventure. The campaigns developed will support the marketing plan and the strengths of the region. The ads will be branded, trackable, targeted, and compelling. Billboards on highway 212 and online advertising placed on the web sites of the publications identified on page three will also support these campaigns.

The current agency of record as retained by MToT will be retained by Custer Country to fulfill this project. We are tentatively scheduled to issue an RFP for an agency of record for advertising, design and internet work in February 2011 and select the agency by April 2011.

Objectives

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

Complete rationale is delineated in the marketing plan

- Unique web user sessions: increase 20% from 53,000 to 63,600
- Advertising responses: increase 10% from 18,000 to 19,800
- Consumer Database: increase contacts by 25% for email distribution from 1,500 to 1,875 contacts.
- Media Relations: Reach 500,000 impressions and a media value equivalent of \$500,000.
- Stakeholder Report Card: Receive an 80% approval rating in the first year of operation from all stakeholders throughout Custer Country.

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

All consumer advertising projects will support the goals within the marketing plan.

- Use Custer Country's most well known historical assets to draw people to the region. These assets are:
 - Little Bighorn Battlefield National Monument
 - Pompeys Pillar National Monument
 - Bighorn Canyon National Recreation Area
 - Cowboy/Pioneer history
 - Native American culture and history
 - Prehistoric sites (Dinosaurs)
- Develop a brand for the region which continues to highlight its historical treasures while placing increased emphasis on the excitement and adventure the region

- can offer. This brand will incorporate the branding initiative of the Montana Office of Tourism as well in Custer Country's various marketing projects.
- Unite the Custer Country region in order to use the combined assets of the small communities, historic attractions, scenic areas, and cities to foster economic prosperity through tourism.
 - Raise awareness of Custer Country as a multi-faceted tourism destination among identified target markets and audiences.
 - Increase visitation to Custer Country among resident, domestic, and international travelers. This should include:
 - Encourage Staycation Travel- Encouraging those living in Western Montana to experience the attractions and events within Custer Country.
 - Encourage Repeat travel to the region.
 - Encourage "come early, stay late" behavior among business and convention travelers.
 - Encourage longer stays by leisure travelers.
 - Increase Shoulder & Winter season visitation through promotion of special events and attractions that remain open year-round.

How does this project support the Strategic Plan?

- **Goal 1: Increase four-season tourism revenues state-wide through effective marketing and promotions, focusing on high-value, low-impact visitors**
 - 1.1: Implement highly targeted consumer advertising and promotion campaigns, based on strategic marketing plans and track/report results.
 - i. 1.1.a: Expand public-private marketing partnerships with tourism businesses and attractions.
 - ii. 1.1.b: Continue with winter marketing
 - iii. 1.1.d: Continue marketing to international travelers
 - iv. 1.1.e: Enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts
 - 1.2: Promote Montana to targeted groups and events, emphasizing off-peak season.
 - i. 1.2.a: Amplify targeted sales and marketing to attract groups, meetings, and conferences.
 - 1.3: Work collaboratively with other tourism marketing partners to plan and implement priority marketing efforts.
 - i. 1.3.b: Implement the new Montana tourism brand
- **Goal 4: Enhance and preserve Montana's culture and history (historic sites, museums, art, music, etc.)**
 - 4.1: Promote Montana's existing historic and cultural assets for the enjoyment of residents and visitors
 - i. 4.1.e: Plan and promote commemorations of historic events in Montana
- **Goal 5: Support appropriate tourism business growth, including new tourism products and services, for target customer markets.**
 - 5.1: Cultivate opportunities to leverage private and public dollars to create tourism products and attract new tourist markets
 - i. 5.1.a: Create vacation packages, and develop theme itineraries, designed for off-peak season niche markets targeted by promotion efforts
 - ii. 5.1.b: Expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities)
- **Goal 9: Increase funding to maintain sustainable tourism and recreation.**

Detail pages attached Yes X No___

**Custer Country
Consumer Advertising**

	State Tourism Funds		Other Funds		Total
PROFESSIONALSERVICES:					
Ad production, creative, copy writing, photos, misc. agency services (costs for each campaign will be included in the completion reports for individual campaigns/projects)	\$20,000	+		\$0	= \$20,000
TOTAL	\$20,000			\$0	\$20,000
MARKETING/ADVERTISING:					
Consumer Advertising (pubs noted below)	\$59,000	+		\$0	= \$59,000
Billboards Installation	\$1,500	+		\$0	= \$1,500
Billboards Rent	\$6,000	+		\$0	= \$6,000
Billboards Production	\$2,500	+		\$0	= \$2,500
Online Advertising Placement	\$3,500	+		\$0	= \$3,500
Online Advertising Production	\$1,500	+		\$0	= \$1,500
TOTAL	\$74,000			\$0	\$74,000
REGION/CVB PROJECT TOTAL	\$94,000	+		\$0	\$94,000

REQUIRED SPECS FOR PROJECTS

PRINT ADVERTISING

Travel Planners – MTOT, ND, SD, WY,
 American Cowboy
 History Channel Magazine
 True West
 National Geographic Traveler
 Discover America
 American History
 Gettysburg Reenactment Publication
 Audubon
 NW Travel Magazine
 Thunder Press
 Quick Throttle
 Archeological News

Midwest Living
 Packaged Travel Insider
 AAA Home and Away
 Western Journey
 Birders World Magazine
 Camping Life
 Cabela's Outfitter Journal
 Sunset Magazine
 Budget Travel
 VIA

Newspapers included in the regional campaign: Rapid City, Missoula, Great Falls, Helena, Bismarck, Cody and Dickinson.

Should additional publications be added, a detail page will be submitted to audits and applications committee for final approval.

Organization Name Custer Country, Montana

Project Name Consumer Travel/Trade Shows & Events

Application Completed by John Brewer

Approval Requested

Final

Preliminary

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

In order to get in front of our targeted visitors, we will plan to attend five Consumer Travel/Trade Shows/Events – details on budget page. We will promote Custer Country to show attendees as well as event participants. We propose staffing a Custer Country information booth at travel/trade shows and relevant events where information booths are accepted such as the Gettysburg Reenactment and the Springfield Short Track Motorcycle Event. We will offer co-op opportunities to other tourism regions and private sector businesses for these shows/events. Targeted literature in addition to travel planners would be displayed at each show. We would also have appropriate giveaways (detailed in publicity application) at the booth. Targeted, trackable, pre-show advertising is an integral part of the show's success, and is included in our budget.

Objectives

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

- Unique web user sessions: increase 20% from 53,000 to 63,600
- Advertising responses: increase 10% from 18,000 to 19,800
- Consumer Database: increase contacts by 25% for email distribution from 1,500 to 1,875

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

- Use Custer Country's most well known historical assets to draw people to the region. These assets are:
 - Little Bighorn Battlefield National Monument
 - Pompeys Pillar National Monument
 - Bighorn Canyon National Recreation Area
 - Cowboy/Pioneer history
 - Native American culture and history
 - Prehistoric sites (Dinosaurs)
- Unite the Custer Country region in order to use the combined assets of the small communities, historic attractions, scenic areas, and cities to foster economic prosperity through tourism.
- Raise awareness of Custer Country as a multi-faceted tourism destination among identified target markets and audiences.
- Increase visitation to Custer Country among resident, domestic, and international travelers. This should include:
 - Encourage Staycation Travel- Encouraging those living in Western Montana to experience the attractions and events within Custer Country.
 - Encourage Repeat travel to the region.

- Encourage “come early, stay late” behavior among business and convention travelers.
- Encourage longer stays by leisure travelers.
- Increase Shoulder & Winter season visitation through promotion of special events and attractions that remain open year-round.

How does this project support the Strategic Plan?

- Goal 1: Increase four-season tourism revenues state-wide through effective marketing and promotions, focusing on high-value, low-impact visitors
- Goal 4: Enhance and preserve Montana’s culture and history (historic sites, museums, art, music, etc.)
- Goal 5: Support appropriate tourism business growth, including new tourism products and services, for target customer markets.

Detail pages attached Yes No

**Custer Country
Consumer Travel/Trade
Shows & Events**

	State Tourism Funds	+	Other Funds	=	Total
OTHER:					
Travel/Trade/Event Shows	\$16,000	+	\$0	=	\$16,000
TOTAL					
REGION/CVB PROJECT TOTAL	\$16,000	+	\$0	=	\$16,000

Las Vegas Cowboy Christmas

Registration	2500
Air	275
Lodging	800
Meals	400
Ground Transp	100
Printing	500
Shipping/Storage	400
Phone/Fax/Misc	25
Show Total	\$5000

Gettysburg Reenactment Event

Registration	250
Air	400
Lodging	500
Meals	300
Ground Transp	100
Printing	250
Shipping/Storage	175
Phone/Fax/Misc	25
Show Total	\$2000

TIA Pow Wow Event

Registration	1000
Air	350
Lodging	550
Meals	300
Ground Transp	100
Printing	500
Shipping/Storage	150
Phone/Fax/Misc	50
Show Total	\$3000

Springfield Short Track Motorcycle Event

Registration/Booth Fee	1000
Air	350
Lodging	550
Meals	300
Ground Transp	100
Printing	500
Shipping/Storage	150
Phone/Fax/Misc	50
Show Total	\$3000

Minneapolis Travel Show

Registration/Booth Fee	1000
Air	350
Lodging	550
Meals	300
Ground Transp	100
Printing	500
Shipping/Storage	150
Phone/Fax/Misc	50
Show Total	\$3000

Organization Name Custer Country, Montana

Project Name Internet Development

Application Completed by John Brewer

Approval Requested

Final

Preliminary

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

We propose to develop a new website designed and built as a powerful marketing tool, incorporating the latest technology, and employing the most recent marketing web trends. Components include: graphic appeal, branding consistency, market savvy, ease of navigation, search engine optimization, and calls to action.

Deliverables:

- Marketing/tourism website with consistent brand imagery ready for posting
- Mobi Development – separate site designed for easy use on mobile devices, and streamlined to focus on those specific elements most desired by the audience who used the mobile devices.
- SEO & Monthly Maintenance Plan

Potential Content:

- Content from existing website that is valuable, desirable, and ranked high in stats
- Email sign-up on every page
- Interactive calendar
- News/Media spotlight and page, including archiving
- Monthly Custer Country In Focus
- Calls to action spotlights
- Contact info on every page

Functions

- Google interactive map
- E-Newsletter management - Email sign-up on every page that feeds database
- Interactive calendar w/XML feed for easy update
- Guest book form function to request travel guide
- Weather function with zip code entry on every page
- CMS system (back door interface) to any Custer Country staff to update content and photos
- Submit story and photos section
- Incorporate Jack Rabbit system to book rooms throughout Custer Country on line
- RSS feed – monthly distribution
- E-news database

- Search function to search website (does not take visitor from site – i.e., to go to Google)
- JQuery function panels to contain useful info (i.e., Tips, Road conditions, local newspaper, etc.)

Multimedia

- Flash motion graphics with click-to-page function to spotlight current attractions and events
- Video archive
- Gallery archive
- Audio archive & download function
- Interactive maps featuring Custer Country attraction points

MToT Database

- Construct database through XML feed from MToT so we can manipulate visual appearance to reflect Custer Country branding

Mobi Development

- Create separate site using specific elements/pages of main website
- When mobile user searches, CusterCountry.com will be designed to recognize that the search comes from a mobile user and will automatically deliver the mobi site.
- Typically flash is eliminated, page size is reduced but readable, and navigation is streamlined.

Social Media Development

- Facebook page; Twitter page; Flickr; YouTube
- Design campaigns that capitalize on the strongest marketing/promotional functions of these social media forms, and link them cohesively to the website and on-line advertising/marketing strategies. ie all elements work together to create buzz, attract fans, send a unified message, drive visitors to the website, and produce measurable results.
- Regular functions: Daily entries/updates; Contests/competitions; News; Value tips
- The agency will service the social media content for four months then training and shared responsibility will be passed to the Custer Country Marketing and PR Manager.

The current agency of record as retained by MToT will be retained by Custer Country to fulfill this project. We are tentatively scheduled to issue an RFP for an agency of record for advertising, design and internet work in February 2011 and select the agency by April 2011.

Objectives

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

- Unique web user sessions: increase 20% from 53,000 to 63,600
- Advertising responses: increase 10% from 18,000 to 19,800
- Consumer Database: increase contacts by 25% for email distribution from 1,500 to 1,875

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

- Use Custer Country’s most well known historical assets to draw people to the region.
- Develop a brand for the region which continues to highlight its historical treasures while placing increased emphasis on the excitement and adventure the region can offer. This brand will incorporate the branding initiative of the Montana Office of Tourism as well in Custer Country’s various marketing projects.
- Unite the Custer Country region in order to use the combined assets of the small communities, historic attractions, scenic areas, and cities to foster economic prosperity through tourism.
- Raise awareness of Custer Country as a multi-faceted tourism destination among identified target markets and audiences.
- Develop and implement educational programs designed to educate residents of the region about the benefits of tourism, as well as train front line employees in Custer Country how to create an experience that will lead to repeat visitation.
- Increase visitation to Custer Country among resident, domestic, and international travelers.
- Increase Shoulder & Winter season visitation through promotion of special events and attractions that remain open year-round.

How does this project support the Strategic Plan?

- Goal 1: Increase four-season tourism revenues state-wide through effective marketing and promotions, focusing on high-value, low-impact visitors
- Goal 5: Support appropriate tourism business growth, including new tourism products and services, for target customer markets.

Detail pages attached Yes No

Custer Country, Montana

Internet Development

	State Tourism Funds		Other Funds		Total
PROFESSIONALSERVICES:					
Web development/Mobi development	\$30.000	+	\$0	=	\$30.000
Social Media Development	\$8000				\$8000
TOTAL	\$38.000		\$0		\$38.000
MARKETING/ADVERTISING:					
Webpage Marketing (seo)	\$4000	+	\$0	=	\$4000
TOTAL	\$4000		\$0		\$4000
PROJECT TOTAL	\$42,000	+	\$0		\$42,000

Organization Name Custer Country, Montana

Project Name Filming Location Scouting

Application Completed by John Brewer

Approval Requested
<input type="checkbox"/> Final
<input checked="" type="checkbox"/> Preliminary

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

Custer Country, Montana will work cooperatively with the Montana Film Office to recruit major films, commercials, documentaries and still shoots. Consistent communication with the film office and industry professionals, remaining current with trade journals and providing scouting assistance are essential toward recruitment efforts.

A detailed budget page will be submitted to audits and applications committee prior to any expenditure. This application is meant to be a placeholder.

Objectives

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

Our goal is to land a film, photo shoot, commercial or documentary that would keep Custer Country and it's scenic, historic and legendary landmarks top of mind with the public.

Detail pages attached Yes___ No X

**Custer Country, Montana
Filming Location
Scouting**

	State Tourism Funds	Other Funds	Total
OTHER: Film Location Scouting	100		100
TOTAL	\$100		\$100

REGION/CVB PROJECT TOTAL	\$100	+	\$0	\$100
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Organization Name Custer Country, Montana

Project Name Group Travel Recruitment

Application Completed by John Brewer

Approval Requested

Final

Preliminary

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

Statistics show the international traveler tends to stay longer, spend more and be more ecotourism/geotourism oriented. It is our intent to target the international traveler by attending Rocky Mountain International's annual Roundup. RMI is a proven show attended by proven/qualified international operators specializing in both group and FIT.

Objectives

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

In addition to increasing international visitors to all of Custer Country, the following specific objectives will be met:

- Unique web user sessions: increase 20% from 53,000 to 63,600
- Advertising responses: increase 10% from 18,000 to 19,800
- Consumer Database: increase contacts by 25% for email distribution from 1,500 to 1,875 contacts.

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

- Use Custer Country's most well known historical assets to draw people to the region. These assets are:
 - Little Bighorn Battlefield National Monument
 - Pompeys Pillar National Monument
 - Bighorn Canyon National Recreation Area
 - Cowboy/Pioneer history
 - Native American culture and history
 - Prehistoric sites (Dinosaurs)
- Develop a brand for the region which continues to highlight its historical treasures while placing increased emphasis on the excitement and adventure the region can offer. This brand will incorporate the branding initiative of the Montana Office of Tourism as well in Custer Country's various marketing projects.
- Raise awareness of Custer Country as a multi-faceted tourism destination among identified target markets and audiences.
- Increase visitation to Custer Country among resident, domestic, and international travelers. This should include:
- Increase Shoulder & Winter season visitation through promotion of special events and attractions that remain open year-round.

How does this project support the Strategic Plan?

- Goal 1: Increase four-season tourism revenues state-wide through effective marketing and promotions, focusing on high-value, low-impact visitors
- Goal 4: Enhance and preserve Montana’s culture and history (historic sites, museums, art, music, etc.)
- Goal 5: Support appropriate tourism business growth, including new tourism products and services, for target customer markets.

Detail pages attached Yes No

**Custer Country
Group Travel**

	State Tourism Funds		Other Funds		Total
RMI Roundup	\$2000	+	\$0	=	2000
TOTAL					

REGION/CVB PROJECT TOTAL	\$2000	+	\$0	=	\$2000
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RMI Roundup - Rapid City, SD

Registration	500.00
Travel	600.00 ***
Meals	108.00
Lodging	450.00
Profile sheets	92.00
Phone/Fax/Misc office	50.00
Ground Transportation	50.00
RMI Program Listing	150.00

Show Total \$2000

***Mode of travel has yet to be established

Organization Name Custer Country, Montana

Project Name Visitor Information Center

Application Completed by John Brewer

Approval Requested

Final

Billings VIC Signage

Preliminary

Regional VIC Signage

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

There is a need for Regional Visitor Center signage throughout the Custer Country region to guide visitors to VICs and to aid in their experience while in the VICs. We are seeking preliminary approval for this project. Sign specifications will be submitted to the audits and applications committee for final approval. It is unknown at this time if these signs will be indoors or out.

Additional indoor signage is needed in the Billings VIC to properly promote and display Custer Country materials to the 15,000 annual visitors through the center. Signage would not only showcase the Custer Country Brand, but moveable, flexible display racks would feature the region's well know historical assets such as the Battlefield, Pompeys Pillar, Native Culture, etc. We are seeking final approval on this project.

Objectives

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

- Stakeholder Report Card: Receive an 80% approval rating in the first year of operation from all stakeholders throughout Custer Country.

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

- Use Custer Country's most well known historical assets to draw people to the region. These assets are:
 - Little Bighorn Battlefield National Monument
 - Pompeys Pillar National Monument
 - Bighorn Canyon National Recreation Area
 - Cowboy/Pioneer history
 - Native American culture and history
 - Prehistoric sites (Dinosaurs)
- Develop a brand for the region which continues to highlight its historical treasures while placing increased emphasis on the excitement and adventure the region can offer. This brand will incorporate the branding initiative of the Montana Office of Tourism as well in Custer Country's various marketing projects.
- Unite the Custer Country region in order to use the combined assets of the small communities, historic attractions, scenic areas, and cities to foster economic prosperity through tourism.

- Raise awareness of Custer Country as a multi-faceted tourism destination among identified target markets and audiences.
- Develop and implement educational programs designed to educate residents of the region about the benefits of tourism, as well as train front line employees in Custer Country how to create an experience that will lead to repeat visitation.
- Improve relations between Custer Country communities in order to maximize tourism benefits to every citizen of the region.
- Cooperate with other tourism organizations in the region such as local CVBs, Chambers of Commerce, Montana Office of Tourism, Other Tourism Regions,

How does this project support the Strategic Plan?

- Goal 4: Enhance and preserve Montana’s culture and history (historic sites, museums, art, music, etc.)
- Goal 5: Support appropriate tourism business growth, including new tourism products and services, for target customer markets.
- Goal 8: Enhance the “curb appeal” of Montana communities to attract visitors.

Detail pages attached Yes No

**Custer Country
VIC**

	State Tourism Funds		Other Funds		Total
PROFESSIONALSERVICES:					
Custer Country VIC Signage	\$2000	+		=	\$2000
Billings VIC signage	\$1500			=	\$1500
TOTAL	\$3500		\$0	=	\$3500
REGION/CVB PROJECT TOTAL	\$3500	+		=	\$3500

Billings Visitor Center Sign Specification: A sign will be needed to designate materials and opportunities for visitors to extend their stay when they visit the Custer Country section of the Billings VIC. The sign will be 2’ x 5’ made of a lightweight material and colors to match the Custer Country brand. There will be plastic holders for posters of activities throughout the region. In addition there will be approximately 20 plastic brochure holders incorporate in to the information section. Production costs include installation.

Organization Name Custer Country, Montana

Project Name Print Projects

Application Completed by John Brewer

Approval Requested

Final

Preliminary

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

The Custer Country Vacation Guide will be bid to a publishing company and will be developed at no cost to Custer Country. To maintain a strong brand identity we will design the cover through our advertising agency of record. In addition to the Annual Custer Country Travel Guide, it will be necessary to print many support pieces to properly tell the Custer Country story. A comprehensive summer calendar of events will be produced to support the limited calendar listed in the Travel Guide. The calendar of events will feature the smaller/unique events happening in Custer Country. A Custer Trail Brochure, Native Sites Brochure, Fulfillment Envelopes and Motorcycle Brochure will complete the suite of information on Custer Country.

The current agency of record as retained by MToT will be retained by Custer Country to fulfill this project. We are tentatively scheduled to issue an RFP for an agency of record for advertising, design and internet work in February 2011 and select the agency by April 2011.

Objectives

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

- Unique web user sessions: increase 20% from 53,000 to 63,600
- Advertising responses: increase 10% from 18,000 to 19,800
- Consumer Database: increase contacts by 25% for email distribution from 1,500 to 1,875
- Media Relations: Reach 500,000 impressions and a media value equivalent of \$500,000.
- Stakeholder Report Card: Receive an 80% approval rating in the first year of operation from all stakeholders throughout Custer Country.

How does this project support the Strategic Plan?

- Goal 1: Increase four-season tourism revenues state-wide through effective marketing and promotions, focusing on high-value, low-impact visitors
- Goal 4: Enhance and preserve Montana's culture and history (historic sites, museums, art, music, etc.)
- Goal 5: Support appropriate tourism business growth, including new tourism products and services, for target customer markets.

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

- Use Custer Country's most well known historical assets to draw people to the region. These assets are:
 - Little Bighorn Battlefield National Monument
 - Pompeys Pillar National Monument
 - Bighorn Canyon National Recreation Area
 - Cowboy/Pioneer history

- Native American culture and history
- Prehistoric sites (Dinosaurs)
- Develop a brand for the region which continues to highlight its historical treasures while placing increased emphasis on the excitement and adventure the region can offer. This brand will incorporate the branding initiative of the Montana Office of Tourism as well in Custer Country's various marketing projects.
- Unite the Custer Country region in order to use the combined assets of the small communities, historic attractions, scenic areas, and cities to foster economic prosperity through tourism.
- Raise awareness of Custer Country as a multi-faceted tourism destination among identified target markets and audiences.
- Increase visitation to Custer Country among resident, domestic, and international travelers. This should include:
 - Encourage Staycation Travel- Encouraging those living in Western Montana to experience the attractions and events within Custer Country.
 - Encourage Repeat travel to the region.
 - Encourage "come early, stay late" behavior among business and convention travelers.
 - Encourage longer stays by leisure travelers.
- Increase Shoulder & Winter season visitation through promotion of special events and attractions that remain open year-round.
- Cooperate with other tourism organizations in the region such as local CVBs, Chambers of Commerce, Montana Office of Tourism, Other Tourism Regions, Rapid City SD, Yellowstone National Park, and any other entities with whom a partnership can benefit the people of Custer Country.

Detail pages attached Yes No

**Custer Country
Print**

	State Tourism Funds		Other Funds		Total
PROFESSIONALSERVICES:					
Travel Guide Cover Development	\$5000	+	\$0	=	\$5000
Calendar of Events Development	\$500	+	\$0		\$500
Calendar of Events Printing	\$1500	+	\$0	=	\$1500
Custer Trail Brochure Development	\$1500	+	\$0		\$1500
Custer Trail Brochure Printing	\$3500	+	\$0		\$3500
Native Sites Brochure Development	\$2000	+	\$0		\$2000
Native Sites Brochure Printing	\$5000	+	\$0		\$5000
Motorcycle Brochure Development	\$1000	+	\$0		\$1000
Motorcycle Brochure Print	\$4000	+	\$0		\$4000
Fulfillment Envelopes Development	\$500	+	\$0		\$500
Fulfillment Envelopes Print	\$3500	+	\$0		\$3500
TOTAL	\$28,000	+	\$0		\$28,000

REGION/CVB PROJECT TOTAL	\$28,000	+	\$0		\$28,000
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REQUIRED SPECS FOR PROJECTS

PRINTED MATERIALS

Publication Travel Guide Cover Development

Quantity 100,000 Size 8 ½ X 11

Ad Sales (Yes or No) yes – within the guide, none on front cover Percentage less than 50%

Distribution Plan (areas & method) Certified Folder distribution routes, trade shows, direct mail, traveler requests, VIC's, Mars Stout

Publication Calendar of Events

Quantity 5000 Size 8 ½ X 11 tri-fold

Ad Sales (Yes or No) no

Percentage n/a

Distribution Plan (areas & method) Direct mail, regional VIC's , consumer shows

Publication Custer Trail Brochure

Quantity 5000 Size 8 ½ X 11 tri-fold

Ad Sales (Yes or No) no Percentage n/a

Distribution Plan (areas & method) Consumer shows, direct mail, VIC, tourism partner locations

Publication Native Sites Brochure

Quantity 5000 Size 4 1/4 X 5

Ad Sales (Yes or No) no Percentage n/a

Distribution Plan (areas & method) Consumer shows, direct mail, VIC, tourism partner locations, Tribal Government

Publication Motorcycle Brochure

Quantity 5000 Size 8 ½ X11 tri-fold

Ad Sales (Yes or No) no

Percentage n/a

Distribution Plan (areas & method) Consumer shows, direct mail, VIC, tourism partner locations,

Printed Materials: Fulfillment Envelopes

Size: 9X12

Quantity: 15,000

Distribution Plan: Mars Stout Fulfillment, Direct Mail

Advertising: none

Organization Name Custer Country, Montana

Project Name Publicity

Application Completed by John Brewer

Approval Requested

Final-photo library, brand, pr, media, giveaways

Preliminary-fams

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

Custer Country fams and media hosting (whether in conjunction with MTOT or independent), will allow the participant a firsthand opportunity to tell the Region's story to their readers or constituents.

Establishing a clear, concise brand for Custer Country will be an important piece of our work. Brand standards will be distributed throughout the Region to encourage usage to speak to the travel audience with a common voice. We will be conducting brand presentations throughout Custer Country to promote consistency in messaging.

A photo library that properly represents all aspects of Custer Country and the new brand will be needed. This library will be available for use to anyone in Custer Country.

Giveaways at consumer travel/trade shows, events, sales missions and fams are an important item of this plan. Items will support the brand standards and will be low cost and useable for the consumer. Items could include: pens, chap stick, mugs, hats, note pads, mouse pads, mints. We are anticipating an average cost of \$2 per item for a total of 2,500 items.

Two PR/Sales Missions will be conducted within the fiscal year. The purpose of the missions will be to get the Custer Country message out beyond the regional borders. Meetings will be conducted with tourism professionals within the areas identified in the budget. Cross marketing projects/plans, idea sharing, lead sharing and lead generation is the focus of these trips.

Objectives

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

- Unique web user sessions: increase 20% from 53,000 to 63,600
- Advertising responses: increase 10% from 18,000 to 19,800
- Consumer Database: increase contacts by 25% for email distribution from 1,500 to 1,875 contacts
- Media Relations: Reach 500,000 impressions and a media value equivalent of \$500,000.

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

- Use Custer Country’s most well known historical assets to draw people to the region. These assets are:
 - Little Bighorn Battlefield National Monument
 - Pompeys Pillar National Monument
 - Bighorn Canyon National Recreation Area
 - Cowboy/Pioneer history
 - Native American culture and history
 - Prehistoric sites (Dinosaurs)
- Develop a brand for the region which continues to highlight its historical treasures while placing increased emphasis on the excitement and adventure the region can offer. This brand will incorporate the branding initiative of the Montana Office of Tourism as well in Custer Country’s various marketing projects.
- Unite the Custer Country region in order to use the combined assets of the small communities, historic attractions, scenic areas, and cities to foster economic prosperity through tourism.
- Raise awareness of Custer Country as a multi-faceted tourism destination among identified target markets and audiences.
- Increase visitation to Custer Country among resident, domestic, and international travelers. This should include:
 - Encourage Staycation Travel- Encouraging those living in Western Montana to experience the attractions and events within Custer Country.
 - Encourage Repeat travel to the region.
 - Encourage “come early, stay late” behavior among business and convention travelers.
 - Encourage longer stays by leisure travelers.
- Increase Shoulder & Winter season visitation through promotion of special events and attractions that remain open year-round.
- Cooperate with other tourism organizations in the region such as local CVBs, Chambers of Commerce, Montana Office of Tourism, Other Tourism Regions, Rapid City SD, Yellowstone National Park, and any other entities with whom a partnership can benefit the people of Custer Country.

How does this project support the Strategic Plan?

- Goal 1: Increase four-season tourism revenues state-wide through effective marketing and promotions, focusing on high-value, low-impact visitors
- Goal 4: Enhance and preserve Montana’s culture and history (historic sites, museums, art, music, etc.)
- Goal 5: Support appropriate tourism business growth, including new tourism products and services, for target customer markets.
- Goal 8: Enhance the “curb appeal” of Montana communities to attract visitors.

Detail pages attached Yes X No___

**Custer Country
Publicity**

	State Tourism Funds		Other Funds		Total
PROFESSIONALSERVICES:					
Photo Library	\$10,000	+	\$0	=	\$10,000
Brand Development	\$10,000	+	\$0	=	\$10,000
TOTAL	\$20,000		\$0		\$20,000
MARKETING/ADVERTISING:					
Fam Tours	\$3000	+	\$0	=	\$3000
Media Hosting	\$2000	+	\$0	=	\$2000
TOTAL	\$5000				\$5000
TRAVEL:					
PR Sales Mission – identified below	\$2000	+	\$0		\$2000
TOTAL	\$2000				\$2000
OTHER:					
Giveaways	\$5000	+	\$0	=	\$5000
TOTAL	\$5000				\$5000
<hr/> <hr/>					
REGION/CVB PROJECT TOTAL	\$32,000	+	\$0		\$32,000

REQUIRED SPECS FOR PROJECTS

FAM TOURS - \$3000

Participants: Whether the fam tour is in conjunction with or independent of MTOT, a list of participants, budget and itinerary will be submitted in advance of the project.

Media Hosting - \$2000

Travel Assistance	750
Meals	500
Lodging	750

PR Sales Mission - \$2000

Rapid City Sales Mission Budget	
Travel (mode not established)	400
Lodging	350
Meals (personal)	100
Meals (hosted)	500
Total	\$1350

Missoula Sales Mission	
Travel (mode not established)	200
Lodging	154
Meals (personal)	46
Meals (hosted)	250
Total	\$650

Brand Development

Project Development	3000
Design	3000
Brand Standard Materials	2500
Brand Presentations	
Mileage	1200
Meals	300
Project Total	\$10,000

Organization Name Custer Country, Montana

Project Name Research Project

Application Completed by John Brewer

Approval Requested

Final

Preliminary

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

We will employ a research firm to conduct an extensive research project to understand our primary target better: why are they traveling to Custer Country, where are they coming from, what their spending habits are and how can we encourage them to repeat their visit more frequently.

Upon completion of this comprehensive project we will have a report that will allow us to continue to focus our sales and marketing efforts more effectively. The research firm will survey visitors staying throughout Custer Country, in addition guests utilizing restaurant and retail services.

The report will be available to anyone at no charge.

Objectives

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

Although the objectives listed in the marketing plan do not exactly correspond with this project application, the information garnered from the research project will help us reach our long term goals of:

- Unique web user sessions: increase 20% from 53,000 to 63,600
- Advertising responses: increase 10% from 18,000 to 19,800
- Reach 500,000 impressions and a media value equivalent of \$500,000.
- Stakeholder Report Card: Receive an 80% approval rating in the first year of operation from all stakeholders throughout Custer Country.

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

- Use Custer Country's most well known historical assets to draw people to the region. These assets are:
 - Little Bighorn Battlefield National Monument
 - Pompeys Pillar National Monument
 - Bighorn Canyon National Recreation Area
 - Cowboy/Pioneer history
 - Native American culture and history
 - Prehistoric sites (Dinosaurs)
- Unite the Custer Country region in order to use the combined assets of the small communities, historic attractions, scenic areas, and cities to foster economic prosperity through tourism.
- Raise awareness of Custer Country as a multi-faceted tourism destination among identified target markets and audiences.

- Increase visitation to Custer Country among resident, domestic, and international travelers. This should include:
 - Encourage Staycation Travel- Encouraging those living in Western Montana to experience the attractions and events within Custer Country.
 - Encourage Repeat travel to the region.
 - Encourage “come early, stay late” behavior among business and convention travelers.
 - Encourage longer stays by leisure travelers.

How does this project support the Strategic Plan?

- Goal 1: Increase four-season tourism revenues state-wide through effective marketing and promotions, focusing on high-value, low-impact visitors
- Goal 2: Attain public policy and citizen support for sustainable tourism and recreation
- Goal 4: Enhance and preserve Montana’s culture and history (historic sites, museums, art, music, etc.)
- Goal 5: Support appropriate tourism business growth, including new tourism products and services, for target customer markets.
- Goal 8: Enhance the “curb appeal” of Montana communities to attract visitors.
- Goal 9: Increase funding to maintain sustainable tourism and recreation.

Detail pages attached Yes No

**Custer Country
Research Project**

	State Tourism Funds		Other Funds		Total
PROFESSIONALSERVICES:					
Research Project	\$19,000	+		=	\$19,000
TOTAL	\$19,000	+		=	\$19,000
REGION/CVB PROJECT TOTAL	\$19,000	+		=	\$19,000

Organization Name Custer Country, Montana

Project Name Telemarketing/Fulfilment

Application Completed by John Brewer

Approval Requested

Final

Preliminary

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

The Custer Country Marketing Plan has identified the regional travel audience as being an important market to increase visitation. In order to better reach them, we will be contracting with Certified Folder to distribute our visitors guide in key markets (these markets could include, but not limited to) the Yellowstone Park Corridor as well as throughout Eastern Montana, Northern Montana, Western Montana, Western North and South Dakota and Northern Wyoming. Because of the large quantities of Custer Country guides needed, it will be necessary to secure storage for the guides throughout the year.

In addition to contract fulfillment, we have requested \$12,000 for general postage and \$3000 to assist non funded CVB's in the region with fulfillment.

MARS Stout will again be retained as the fulfillment agency providing trained travel counselors accessible through a dedicated toll free number and via e-inquiries.

Objectives

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

- Unique web user sessions: increase 20% from 53,000 to 63,600
- Advertising responses: increase 10% from 18,000 to 19,800
- Consumer Database: increase contacts by 25% for email distribution from 1,500 to 1,875 contacts.
- Media Relations: Reach 500,000 impressions and a media value equivalent of \$500,000.
- Stakeholder Report Card: Receive an 80% approval rating in the first year of operation from all stakeholders throughout Custer Country.

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

- Use Custer Country's most well known historical assets to draw people to the region. These assets are:
 - Little Bighorn Battlefield National Monument
 - Pompeys Pillar National Monument
 - Bighorn Canyon National Recreation Area
 - Cowboy/Pioneer history
 - Native American culture and history
 - Prehistoric sites (Dinosaurs)

- Raise awareness of Custer Country as a multi-faceted tourism destination among identified target markets and audiences.
- Increase visitation to Custer Country among resident, domestic, and international travelers. This should include:
 - Encourage Staycation Travel- Encouraging those living in Western Montana to experience the attractions and events within Custer Country.
 - Encourage Repeat travel to the region.
 - Encourage “come early, stay late” behavior among business and convention travelers.
 - Encourage longer stays by leisure travelers.
- Increase Shoulder & Winter season visitation through promotion of special events and attractions that remain open year-round.

How does this project support the Strategic Plan?

- Goal 1: Increase four-season tourism revenues state-wide through effective marketing and promotions, focusing on high-value, low-impact visitors
- Goal 4: Enhance and preserve Montana’s culture and history (historic sites, museums, art, music, etc.)
- Goal 5: Support appropriate tourism business growth, including new tourism products and services, for target customer markets.

Detail pages attached Yes No

**Custer Country
Telemarketing
Fulfillment**

	State Tourism Funds		Other Funds		Total
PROFESSIONALSERVICES:					
Postage	\$15,000	+	\$0	=	\$15,000
Storage	\$3,000	+	\$0	=	\$3,000
Fulfillment by Contractor (Certified)	\$5,000	+	\$0	=	\$5,000
MARS Stout	\$6,000	+	\$0	=	\$6,000
TOTAL	\$29,000		\$0		\$29,000

REGION/CVB PROJECT TOTAL	\$29,000	+	\$0		\$29,000
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