

YELLOWSTONE COUNTRY MONTANA

MARKETING PLAN

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MISSION

The mission of Yellowstone Country Montana, Inc, (YC or YCMI) is to market and promote the region as a preferred vacation destination for visitors and residents. The organization will accomplish this mission by adhering to specific organization goals and project objectives set forth in the annual marketing plan.

1) PURPOSE

Yellowstone Country promotes the region as “America’s 1st Playground,” a nature-based vacation destination for active travelers and residents wishing to experience our natural scenic beauty and the recreational opportunities which abound in the greater Yellowstone National Park region. YCMI endorses sustainable geo-traveler attitudes, behavior and practices; promotional campaigns will target high value, low impact travel consumers “geo-travelers” who recognize and embrace the importance of enhancing & protecting our natural resources and environment while enjoying a quality experience.

2) IDENTITY OF THE AREA

STRENGTHS

This region has a wealth of recreational activities, historical & cultural attractions, unique festivals, and community events which appeal to specific target market segments (see demographics).

- **Yellowstone National Park** — America’s 1st National Park is the primary attraction for visitors to the region. Three of the five entrances to YNP are located in Yellowstone Country. The region benefits greatly from having the only year-round entrance at Gardiner, the most-accessed entrance at West Yellowstone and the Northeast entrance near Cooke City, which leads travelers over the famed Beartooth Highway, described by Charles Kuralt as “the most beautiful highway in America.” Visitation to YNP decreased slightly

from 2008 to 2009; however, 2008 was a record visitation year. ITRR research shows that although people continue to travel, expenditures for attractions, food & beverage, retail and other service-oriented amenities are decreasing. National parks vacations are still considered to be a “good buy” by a large number of economy & environment-conscious travel consumers. It is expected that the Greater Yellowstone Geo-traveler Mapguide & website will greatly aid in promotion of sustainable tourism-related activities and businesses throughout the region.

- **National Park Corridor** – Yellowstone Country is located at a unique crossroads. In addition to our three Yellowstone entrances, we are just a short drive from Grand Teton National Park and ideally situated on the corridor leading from these parks north to Glacier National Park.
- **Four Major Alpine Ski Resorts** — Big Sky, Moonlight Basin, Bridger Bowl, Red Lodge Mountain, are all located within close proximity to the Bozeman and Billings airports and the I-90 & I-15 highway corridors.
- **Two Major Snowmobile Areas** — Visitors have access to a multitude of groomed and Forest Service Trails, including the nationally recognized West Yellowstone and Cooke City areas.
- **Nordic Skiing Destinations** – Miles of local trails in community areas, on forest service land, and at specific Nordic ski destinations such as Bohart and Lone Mountain Ranches provide ample opportunity to participate in this popular “Quiet Side of Winter” experience.
- **Established Pre-Existing Tourism Historic Sites, Roads & Trails** — Art galleries, museums, festivals and events are found throughout the communities located along State Highways 78, 89, 191 and the I-90 corridor; a perfect blend of cultural, historical, and sustainable interests for a Geo-traveler while preserving a destination’s geographic character.
- **Unique Annual Events** — Annual events and festivals such as the Bridger Bowl Raptor Fest, Yellowstone Days, Sweet Pea Festival and Winter Snowmobile Expo entice visitors to extend their trip to the Yellowstone Country region to take in & participate in unique experiences found year-round.
- **Recreational Opportunities** — Yellowstone Country is ideally suited to meet the needs of geo-travelers looking to combine outstanding natural assets, such as mountains, lakes & rivers, with adventure & outdoor recreation experiences; one will find a multitude of outdoor recreation experiences available for all levels of expertise; ATVing, hiking, climbing, mountain biking, horseback riding, RVing, camping, golfing, fly-fishing, bird & wildlife watching, Nordic and alpine skiing, snowmobiling, hunting, whitewater rafting and other water sports.

- **Lodging and Meeting Facilities** — The region boasts a wide variety of lodging and meeting properties that can meet the needs of small or large groups for either business or leisure travelers. These range from unique private retreats, vacation rental homes, guest ranches, historic hotels, and B & B's to full-service resorts and national chain hotels & motels.

- **Transportation** — The Bozeman and Billings airports provide air service from major airlines Delta, United Express, Horizon & Northwest as well as service from regional carriers Frontier & Allegiant. Bozeman offers air service to Denver, Salt Lake City, Minneapolis, Seattle, Chicago, Las Vegas, and seasonal service to Atlanta, Detroit, San Francisco & Los Angeles. Billings offers service to Denver, Salt Lake, Minneapolis, Seattle, Las Vegas & Phoenix. Additionally, West Yellowstone, Livingston, Big Timber and other airports provide options for travelers arriving by charter and/or private flights. I-90 is the main east/west artery for automobile traffic, passing through the center of the region. Shuttle bus service is available from Bozeman to Big Sky and West Yellowstone, along with new direct bus service from the Salt Lake airport to West Yellowstone. Charter bus service is also an available option for visitors.

- **Access** — YNP, national forests, state parks and recreation areas in the region are easily accessible and within a short distance from major airports and highways.

CHALLENGES

Although one or more of the following may provide a challenge at any given time, it is an opportunity for YCMI to accentuate the positive and enhance promotion of the other unique and wonderful attributes of our region; thereby mitigating possible adverse effects for the region:

- **Weather & Seasonal Conditions** (including natural challenges such as forest fires and earthquakes)
- **Economic Conditions**
- **Access to Public Lands & YNP Winter Use Policies**
- **Informed and Educated Front-line Personnel**
- **Political & Environmental Issues relevant to YNP**

3) GOALS

All PROJECTS undertaken by Yellowstone Country support the following primary goals:

- Identify and prioritize key marketing opportunities.
- Continue branding the region as “America’s 1st Playground” in all media campaigns.
- Continue branding Yellowstone National Park as a Montana product.
- Develop & utilize hospitality, education and training programs as a means to inform residents and business operators about the economic and social value of tourism to a community, region and the state.
- Work to preserve and enhance existing assets, amenities and natural resources in the region.
- Maximize efficiency of marketing campaigns by developing key strategic partnerships to help leverage and increase available promotional funding.
- Sell specific event and cultural/historical offerings in conjunction with a trip to the national parks. Emphasize the activities that can be found in Yellowstone Country that may not be available in the parks.
- Attract new tourism dollars into the region.
- Increase tourism dollars by extending lengths of stay in the region.
- Develop an annual budget for marketing.

4) SUPPORT FOR STATE 5-YEAR STRATEGIC PLAN

In the FY 10 annual marketing plan, YCMI will implement projects that support the State of Montana’s 2008-2012 tourism strategic plan; specifically the following Goals, Objectives & Actions identified for the Regions/CVBs in Appendix E:

- **Goal 1: Increase Four-season Tourism Revenues Statewide Through Effective Marketing & Promotions, Focusing on the High-Value, Low-Impact Visitors.**
 Actions 1.1.b, d, e, 1.2.d, 1.3.a, b, c, 1.4.a, c, are supported by the following YC projects: Opportunity & Joint Venture Marketing (identify opportunities to partner with TM, Regions & CVBs on advertising campaigns, conversion research projects, database & lead sharing), Consumer Advertising (Winter TV, Internet advertising, Print and Broadcast Media campaigns), YCMI Website, Publications (Travel Planner, Map Brochure), Publicity (individual & group press trips, press releases, partnering with tourism businesses), Tourism Development (Visitor Information Centers, Kiosks—distribution of printed materials). YCMI will seek to expand public-private partnerships to help leverage marketing dollars. YC invests heavily in Winter Advertising, and will continue efforts to target specific new markets.
- **Goal 2: Attain Public Policy and Citizen Support for Sustainable Tourism & Recreation**

Actions 2.1, 2.2 are supported by YCMI, which will work with other industry partners to build awareness of tourism issues, benefits/impacts, allocation of accommodations tax funding for promotion in the public and private sectors through publicity efforts, dissemination of printed information, briefings, presentations and workshops.

▪ **Goal 3: Address Management and Access Issues for Sustainable Recreation on Private, State and Federal Lands**

Actions 3.1, 3.2 are supported by the following YC projects: Publications (Travel Planner-incorporate responsible use messages), Joint Ventures, Publicity (Press Trips), Tourism Development (Visitor Information Centers, Kiosks—distribution of printed materials).

▪ **Goal 4: Enhance & Preserve Montana's Culture & History**

Actions 4.1.a, b, d. are supported by the following YC projects: Publications (Travel Planner, Map Brochure), Joint Ventures, Publicity (Press Trips), Tourism Development (Visitor Information Centers, Kiosks—distribution of printed materials).

▪ **Goal 5: Support Appropriate Tourism Business Growth**

Actions 5.1.a, b, c, d., 5.2.a. are supported by the following YC projects: Opportunity & Joint Venture Marketing (identify opportunities to partner with TM, Regions & CVBs on advertising campaigns, conversion research projects, database & lead sharing), Consumer Advertising (Winter TV, Internet advertising, Print and Broadcast Media campaigns), YCMI Website, Publications (Travel Planner, Map Brochure), Publicity (individual & group press trips, press releases, partnering with tourism businesses).

▪ **Goal 6: Address Tourism & Recreation Professional Development**

Actions 6.1.b. YC supports sponsoring at least one regional training session per year for staff and volunteer board members of tourism, recreation, historic and cultural organizations and agencies, and will identify opportunities to work with other organizations to meet this goal.

▪ **Goals 7 Improve Montana's Transportation System**

Action 7.2 requires continued support & implementation of MT's rest area strategy; YC is fully committed to this and has worked diligently with the DOT to allow printed publications in state rest areas, and continues to urge the department to bring the rest areas to modern standards of wireless capability.

- **Goals 8 Enhance the Curb Appeal of MT Communities**

Action 8.2 .b. addresses billboard proliferation; YC does not participate in or fund any billboard advertising in any marketing projects.

- **Goal 9: Increase Funding to Maintain Sustainable Tourism & Recreation**

Actions 9.1, 2, 3, YC will identify opportunities to work with other organizations to meet this goal, supporting changes in state law, coordinating marketing efforts with private, public, tribal and nonprofit groups to leverage existing marketing funds, and partnering with these organizations in identifying and obtaining at least one funding grant annually.

- **Goal 10: Build an Effective Team to Implement the Strategic Plan & Report Results**

Actions 10.1, 10.2, 10.3.a, b, c., 10.4, 10.5.a, c, d. In each annual marketing plan, YC will develop, implement and track projects and activities to support the goals and actions of the state strategic plan.

5) MEASURABLE OBJECTIVES

(Individual project applications under these project headings will identify the specific measurable objectives for each project.)

PUBLICATIONS —

Design, print & distribute Yellowstone Country publications to target specific geographic and demographic market segments:

- Print and distribute 230,000 region travel planners as the main fulfillment piece
- Place the travel planner on the YC website in segmented download/print pdf. file format
- Distribute additional copies in specific targeted geographic markets in conjunction with other advertising and promotional campaigns.

CONSUMER ADVERTISING —

- **Winter TV** — YC continues to work with (addressing the public & private sector partnerships in the strategic plan) the four ski areas of Big Sky, Bridger Bowl, Moonlight Basin and Red Lodge Mountain to produce quality television advertising to attract visitors to the region. The ski/winter activity industry is subject to weather and snow conditions, so YC feels it is realistic to expect a 3% increase in the annual 5-year average skier visit numbers collectively for the four winter ski resorts. Skier visits can vary dramatically on an annual basis. Five year average trends account for variability in snow conditions which strongly impact skier visits numbers.

- Achieve total skier visit numbers 3% or greater than the trending 5 year average.
- Identify one new winter market and implement an appropriate media campaign.
- New and separate creative for Nordic skiing and snowmobiling will be created for both broadcast and internet media applications.
- **Multi-media Advertising Campaign**— Projects to be developed at a later date; may include one or more of the following elements: print, Internet, display, radio & television advertising. YC’s advertising efforts will maintain our regional focus to include the following states: MN, WI, ND, SD, ID, WY, WA, CO and Sask., Man., and Alb., Canada.

WEBSITE MAINTENANCE & DEVELOPMENT—

Continue ongoing site development & maintenance to keep the YC website a top-notch web destination for travelers.

- Maintain a positive increase in the average number of page views with an increase of 10% over previous year.
- Increase average site visit time over previous year. (Increase the number of visitors to the web site over previous year.)
- Continue to work with SEO to improve searchability & recognition on search engines.
- Conduct quarterly website performance reviews.
- Develop additional tools and technologies to enhance the website that could include (but not be limited to) electronic database creation, electronic newsletters, enhanced mapping and routing features, enhanced listings, additional videos, RSS, and social networking connectivity.

OPPORTUNITY —

- Identify and implement 2-5 key projects during the year to promote specific niche market activities, attractions or events.

JOINT VENTURES —

YC will seek opportunities to partner with Travel Montana, other regions and the CVBs for marketing & promotion campaigns.

- Participate in a minimum of 2 joint venture press trips and/or ad campaigns projects with Travel Montana and/or other Tourism Regions & CVBs during the fiscal year.

PUBLICITY —

YC's publicity strategy is to plan & coordinate press opportunities that are in keeping with a nature-based recreation marketing approach.

- Host individual and/or region press trips to reach a specific target market segment.
- Partner with other tourism region(s) to co-sponsor/host individual or group press opportunities.
- Generate 1-3 articles per journalist and/or photographer.
- Pursue media with vertical market penetration (print, internet and broadcast television) that support YC's nature-based recreation marketing strategy.

TOURISM DEVELOPMENT —

- Provide the funding mechanism for regional Chambers to hire & train travel counselors to staff the VIC's as a key support service for travelers.

TELEMARKETING & FULFILLMENT —

- Build awareness of Yellowstone Country through the distribution of printed materials including 230,000 travel planners using contracted services targeting key markets both in and out-of-state, distribution in the designated state rest areas, direct mail from the YC office, regional & state VICs, Chambers of Commerce and private businesses regionally and across the state.
- Respond to all direct inquiries within 5 working days.

6) TARGET GEOGRAPHIC MARKETS

Key Geographic Markets for Yellowstone Country (as identified in the ITRR 2005 non-resident visitor research study (Niche News: Yellowstone Country Traveler Characteristics) and the YC regional VIC (2002-2007) visitor statistics):

- Mountain Region: ID, CO, UT, WY, TX
- Pacific Region: CA, WA, OR
- Mid-Central Region: ND, SD, MN, WI, MI, IL
- East/Atlantic Region: FL, GA, PA
- Canadian Markets: SASK, ALB, MAN
- International Markets

7) TARGET DEMOGRAPHICS

Demographics: YCMI strategic planning has identified the primary target for marketing and promotion efforts as recreationally minded geo- travelers who value protecting and enhancing our natural resources for future generations. Yellowstone

Country's target audience is recreationally based as opposed to traditional age based demographics.

- Household income of \$40,000 and up (87% of visitors to YC are in this range, with 48% of those having household income of \$80,000+)
- Group size of 2- 6 (70% of travelers to the region travel in this group range, with 34% of those being couples)
- Environmentally-oriented consumers—"Sustainable Tourists" or "Geo-travelers"
- Active Travelers-all ages (YCMC has identified travelers who engage in outdoor recreation as a primary target segment, not by age or gender)

8) MARKETING METHODS/ADVERTISING MEDIA TO BE USED

Yellowstone Country Montana will work closely with our advertising agency to maintain the consistency and effectiveness of our message:

- **Travel Planner** — The Yellowstone Country Travel Planner is a comprehensive, full color, informational guide to our region. It is designed as a tool for visitors to use to explore or extend their stay in Yellowstone Country. This guide is designed to showcase our vertical markets of recreation and sightseeing during all seasons. Specific areas of interest focus on day trips and scenic loops that follow the rivers of Yellowstone Country. The planner is the primary response piece for direct inquiries and is distributed free of charge at Chambers, Visitor Information Centers (VICs), area attractions, & tourism-related businesses. The planner is available on the YC website for segmented electronic download & print, and will be placed in distribution racks in MT state rest areas and in the Billings & Bozeman airports.
- **Publicity** — YC will continue to promote individual and group press trips within Yellowstone Country while working jointly with the State, other Montana regions and the CVBs.
- **Yellowstone Country VIC & Kiosk Programs** — Eleven VICs and eleven YC-owned information kiosks are an integral part of marketing efforts, enabling YCMC to provide community, regional and state information to travelers.

CONSUMER ADVERTISING —

- **Winter Television** — YC will work with the four ski areas of Big Sky, Bridger Bowl, Moonlight Basin and Red Lodge Mountain to produce quality television advertising to attract visitors to the region.
- **Print Advertising** — YC will continue to pursue print advertising opportunities and Joint Ventures with Travel Montana to place advertising in the publications that best pursue our vertical recreational markets.
- **Media Mix** — A media mix will be identified & implemented for specific target markets and may include any/all of the following: television, video, print, Internet, radio and display advertising.

ANNUAL BUDGET OVERVIEW

YELLOWSTONE COUNTRY MONTANA FISCAL YEAR 2009/2010

FY 09/10 Projected Revenue (95%)		\$	729,000
TOTAL BUDGET		\$	729,000
PROJECT DESCRIPTION/CATEGORY	PROJECT BUDGET		TOTAL
MARKETING SUPPORT		\$	176,000
Administration (up to 20%)	\$146,000		
Opportunity (up to 10%)	\$ 30,000		
PUBLICATIONS		\$	153,000
Travel Guide	\$153,000		
JOINT VENTURES	\$ 7,000	\$	7,000
CONSUMER ADVERTISING		\$	300,000
Multi-media Campaign	\$ 50,000		
Winter Television	\$250,000		
WEBSITE DEVELOPMENT & MAINTENANCE	\$ 7,000	\$	7,000
PUBLICITY	\$ 12,000	\$	12,000
TOURISM DEVELOPMENT		\$	53,000
VICs staff & postage	\$ 53,000		
TELEMARKETING/FULFILLMENT	\$ 21,000	\$	21,000
TOTAL FY 09/10 BUDGET REQUESTED	100%	\$	729,000

Projects we would **ELIMINATE OR REDUCE** if the budget decreased 10%:

10% DECREASE:

- Tourism Development—VIC FUNDING PROGRAM
- Opportunity Marketing

10% INCREASE:

- Consumer Advertising campaigns

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

PUBLICATIONS — TRAVEL PLANNER

ORGANIZATION NAME	YELLOWSTONE COUNTRY MONTANA
PROJECT NAME	PUBLICATIONS — TRAVEL PLANNER
APPLICATION COMPLETED BY	ROBIN HOOVER

PROJECT NARRATIVE

The *Yellowstone Country Travel Planner* continues to be the primary printed promotional piece for our region. A full color, informational planner provides the visitor a full understanding of the variety of vacation experiences available year-round in the region. The 2010 planner will be produced with new creative that features activity-based planning tools and information. The planner will have new photo changes and updated copy. The trips and loop tours suggested, as well as pages for activities and calendar of events, will entice the vacation traveler as well as people from outlying areas to visit. The planners will be sent to Chambers, VICs, state rest areas, travel agencies, campgrounds, airports and other travel centers throughout the state for free distribution. This will also be posted as a downloadable pdf on the website and distributed in bulk to key out-of-state target market areas: Washington, Minnesota, the Dakotas, Utah, Colorado and Wyoming.

OBJECTIVES (Include objectives from narrative portion of plan.)

- Place travel planner in the hands of travelers moving throughout our target market areas.
- Drive consumers to the website for more extensive information and trip-planning tools.

FY 08 Objectives Assessment:

YCMC used bulk mail shipping to distribute quantities of 10,000 (up from 8500 in 2007) in response to direct inquiries generated through ad campaigns, phone, mail, e-mail and YC website guest book . Certified Folder, the contracted distributor, distributed 150,000 throughout the targeted markets and along its MT distribution routes and 2000 to the 3 participating state rest areas. Chambers received 68,000, which were distributed through the region's chamber-operated VICs.

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

- Identify and prioritize key marketing opportunities.
- Continue branding the region as "America's 1st Playground" in all media campaigns.
- Continue branding Yellowstone National Park as a Montana product.

How does this project support the Strategic Plan?

- **Goal 1: Increase Four-season Tourism Revenues Statewide Through Effective Marketing & Promotions, Focusing on the High-Value, Low- Impact Visitors.**

The YC travel planner is designed as an all-season showcase of the diversity of year-round recreation found throughout the region.

- **Goal 4: Enhance & Preserve Montana’s Culture & History**

Actions 4.1.a, b, d. are supported by Opportunity projects developed and implemented in addition to established projects identified within the plan.

- **Goal 5: Support Appropriate Tourism Business Growth**

Actions 5.1.a, b, c, d., 5.2.a. are supported by implementing key Opportunity & Joint Venture Marketing projects.

Detail pages attached **YES/No**

PRINTED MATERIALS

SPECS FOR YELLOWSTONE COUNTRY TRAVEL Planner 2010

Publication	2010 Yellowstone Country Montana Travel Planner	
Quantity	230,000	
Color	Four-Color Process	
Paper Stock	Recycled Gloss Enamel Text	
Size	8 3/8” x 10 7/8”	
# of Pages	56 Pages	
Ad Sales	Yes	Percentage: 25% - 30%

DISTRIBUTION PLAN

Area — Yellowstone Country area Chambers and VICs, state rest areas, brochure racks serviced by Certified Folder within Yellowstone Country, state rest areas, travel agencies, campgrounds, airports & other travel centers in and around the region. The planner is the primary fulfillment piece used for direct inquiries to the YC office, and will be posted as a downloadable pdf on the website. Bulk distribution will be in key target market areas such as Washington, Minnesota, the Dakotas, Utah, Colorado and Wyoming.

Method — Distributed by Certified Folder Display Service and mailed in response to visitor requests via phone, email, and website.

BUDGET PAGE

PUBLICATIONS: TRAVEL PLANNER 2010

YELLOWSTONE COUNTRY MONTANA 2009/2010

PROFESSIONAL SERVICES	STATE TOURISM FUNDS	OTHER ORGANIZATION FUNDS	TOTAL
CONCEPT	\$ 1,700	\$	1,700
LAYOUT/DESIGN/ ART PRODUCTION/ TYPESETTING	10,000		10,000
COPYWRITING/ EDITING/PROOFING	8,700		8,700
PHOTOGRAPHY/ PHOTO SELECTION	9,700		9,700
ACCOUNT MANAGEMENT	4,200		4,200
PRODUCTION MANAGEMENT & TRAFFIC	8,750		8,750
PRINTING/PRINT PREP/ FREIGHT	108,200		108,200
OTHER: FAX/PHONE/ SHIPPING/POSTAGE	1,750		1,750
PROJECT TOTAL	\$ 153,000	\$	153,000

Requested Approval <input type="checkbox"/> Final <input checked="" type="checkbox"/> Preliminary
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CONSUMER ADVERTISING — MULTI-MEDIA CAMPAIGN

ORGANIZATION NAME	YELLOWSTONE COUNTRY MONTANA
PROJECT NAME	MULTI-MEDIA NICHE MARKET CAMPAIGN
APPLICATION COMPLETED BY	ROBIN HOOVER

PROJECT NARRATIVE

A media mix will be identified & implemented for specific target markets and may include any/all of the following: television, video, print, Internet, radio and display advertising.

OBJECTIVES

- Take advantage of the strong visual beauty and attractiveness of the Yellowstone Country region through the use of a media mix

*****Project details and specific project objectives to be submitted for final approval when project is developed.**

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

How does this project support the Strategic Plan?

FY 08 Objectives assessment:

No results are available yet for the Canadian Ride Guide television project (Filming took place in late January 2009) . The remaining portion of this budget was cancelled as a result of the reduced YC budget.

Detail pages attached YES/No

SPECS: To be submitted with project application if applicable
PRINTED MATERIALS: To be submitted with project application if applicable

DISTRIBUTION PLAN (Area & Method): TBD
AREA –METHOD –TBD

BUDGET PAGE

MULTI-MEDIA CAMPAIGN

YELLOWSTONE COUNTRY MONTANA 2009/2010

<u>PROFESSIONAL SERVICES</u>	<u>STATE TOURISM FUNDS</u>	<u>OTHER ORGANIZATION FUNDS</u>	<u>TOTAL</u>
CONCEPT	\$	\$	
LAYOUT/DESIGN/ ART PRODUCTION/ TYPESETTING			
COPYWRITING/ EDITING/PROOFING			
PHOTOGRAPHY/ PHOTO SELECTION			
ACCOUNT MANAGEMENT			
PRODUCTION MANAGEMENT & TRAFFIC			
PRINTING/PRINT PREP/ FREIGHT			
OTHER: FAX/PHONE/ SHIPPING/POSTAGE			
<u>PROJECT TOTAL</u>	\$ 50,000	\$ 50,000	

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

CONSUMER ADVERTISING — WINTER TELEVISION

ORGANIZATION NAME	YELLOWSTONE COUNTRY MONTANA
PROJECT NAME	CONSUMER ADVERTISING — WINTER CAMPAIGN 2009/2010
APPLICATION COMPLETED BY	ROBIN HOOVER

PROJECT NARRATIVE

YC will work with the four ski areas of Big Sky, Bridger Bowl, Moonlight Basin and Red Lodge Mountain to produce quality television advertising to attract visitors to the region. New and separate creative for alpine will be created for both broadcast and internet media applications. Because the ski/winter activity industry is subject to weather and snow conditions, YC feels it is realistic to expect a 3% increase in the annual 5-year average skier visit numbers collectively for the four winter ski resorts (winter 2009/10 is the 2nd year of tracking the 5-year average). Skier visits can vary dramatically on an annual basis. Five year average trends account for variability in snow conditions which strongly impact skier visits numbers.

OBJECTIVES (Include objectives from narrative portion of plan.)

- Achieve total skier visit numbers 3% or greater than the trending 5 year average—2nd year in continuation of tracking the 5-year average.
- Increase awareness of diversity of region's winter experience by featuring alternate activities
- Identify one new winter target market.

FY 08 Objectives assessment:

The stated objective of increasing alpine skier visits in winter 06/07 by 3% over the previous 5-year average was met. Winter 07-08 was a "superior" snow year, and according to the ITRR "Montana Ski Area Trends 1997-2008" Report, seven of fifteen ski areas reports the 07-08 season as their best in 11 years. Two of the seven are located in Yellowstone Country: Bridger Bowl and Moonlight Basin (theirs was best in 5-year history). Big Sky—The resort estimates that between 25-40% callers identified they were calling specifically in response to TV ads—the resort did not track actual #'s. Big Sky reports an increase in Canadian visitation, but did not have actual #'s available. Red Lodge Mountain—The Red Lodge area did not have the same quantity of snowfall the rest of the region enjoyed, and in addition, the resort was sold mid-season and had major equipment failures, resulting in several closures. Therefore, their skier visits were less than they predicted, but they report that an average of 30% of the visitors each year come as a result of the TV ads.

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

- Identify and prioritize key marketing opportunities.
- Continue branding the region as “America’s 1st Playground” in all media campaigns.
- Continue branding Yellowstone National Park as a Montana product.
- Maximize efficiency of marketing campaigns by developing key strategic partnerships to help leverage and increase available promotional funding.
- Sell specific event and cultural/historical offerings in conjunction with a trip to the national parks. Emphasize the activities that can be found in Yellowstone Country that may not be available in the parks.
- Attract new tourism dollars into the region.
- Increase tourism dollars by extending lengths of stay in the region.

How does this project support the Strategic Plan?

- **Goal 1: Increase Four-season Tourism Revenues Statewide Through Effective Marketing & Promotions, Focusing on the High-Value, Low-Impact Visitors & Goal 5: Support Appropriate Tourism Business Growth.**

The majority of YC funding is allocated to Consumer Advertising projects designed to target the identified “geo-tourist” and YC will seek public & private partnerships that will help leverage the high-value, low-impact experience, while helping businesses to grow and prosper in an environmentally friendly way.

Detail pages attached **YES/No**

TELEVISION ADVERTISING

City of Location: Minneapolis, MN
Length of Spot: :30
Dayparts: 6 am - Midnight

Area of Coverage: Minneapolis ADI
Weeks of Play: 4-8 Week Flights
Nov 2009-Mar 2010

City of Location: Fargo/Moorehead, ND
ADI
Length of Spot: :30
Dayparts: Daytime, Prime, and News Fringe

Area of Coverage: Fargo/Moorehead
Weeks of Play: 4-8 Week Flights
Nov 2009-Mar 2010

City of Location: Sioux Falls/Mitchell, SD
ADI
Length of Spot: :30
Dayparts: Daytime, Prime, and News Fringe

Area of Coverage: Sioux Falls/Mitchell
Weeks of Play: 4-8 Week Flights
Nov 2009-Mar 2010

City of Location: Bismarck/Dickinson
Minot/Williston, ND
Length of Spot: :30
Dayparts: Daytime, Prime, News, and Fringe

Area of Coverage: Bismarck/Minot ADI
Weeks of Play: 4-8 Week Flights
Nov 2009-Mar 2010

City of Location: Rapid City, SD
Length of Spot: :30
Dayparts: Daytime, Prime, News, and Fringe

Area of Coverage: Rapid City ADI
Weeks of Play: 4-8 Week Flights
Nov 2009-Mar 2010

City of Location: Casper, WY
Length of Spot: :30
Dayparts: Daytime, Prime, News, and Fringe

Area of Coverage: Casper ADI
Weeks of Play: 4-8 Week Flights
Nov 2009-Mar 2010

City of Location: Denver, CO
Length of Spot: :30
Dayparts: Daytime, Prime, News, and Fringe

Area of Coverage: Denver ADI
Weeks of Play: 4-8 Week Flights
Nov 2009-Mar 2010

City of Regina, Sask, CANADA
Length of Spot: :30
Dayparts: Daytime, Prime, News, and Fringe

Area of Coverage: Regina
Weeks of Play: 4-8 Week Flights
Nov 2009-Mar 2010

Cities of Location: (in Montana)
Billings, Great Falls, Havre, Helena,
Missoula/Kalispell
Length of Spot: :30
Dayparts: Daytime, Prime Access,
Prime, News, Fringe

Area of Coverage: Montana DMAs
Weeks of Play: 4-8 Week Flights
Nov 2009-Mar 2010

BUDGET PAGE

CONSUMER ADVERTISING: WINTER TELEVISION YELLOWSTONE COUNTRY MONTANA 2009/2010

PROFESSIONAL SERVICES	STATE TOURISM FUNDS	OTHER ORGANIZATION FUNDS	TOTAL
Duplication/ Packaging	\$ 2,000	\$	2,000
Production	14,500		14,500
Media	231,800		231,800
Other: Fax/Phone/ Shipping/Postage	1,700		1,700
PROJECT TOTAL	\$ 250,000	\$	250,000

Approval Requested <input checked="" type="checkbox"/> Final <input type="checkbox"/> Preliminary
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WEBSITE DEVELOPMENT & MAINTENANCE

ORGANIZATION NAME **YELLOWSTONE COUNTRY MONTANA**

PROJECT NAME **WEBSITE DEVELOPMENT & MAINTENANCE 2009/10**

APPLICATION COMPLETED BY **ROBIN HOOVER**

WEBSITE DEVELOPMENT

Continue site architecture, addition of new pages, graphic design enhancement, database development, project management, consulting, site analysis, new hardware, software or network enhancement purchases as required, photos & text, testing & implementation

ONGOING SITE MAINTENANCE

Email, Intranet newsletter production & distribution, electronic database updates, regular content/photo updating, website performance tools & reports, development of media & content libraries, link review & changes, test & troubleshoot, training & technology assistance as needed, interface with Travel Montana and other tourism related organizations

OBJECTIVES (Include objectives from narrative portion of plan.)

- Maintain a positive increase in the average number of page views with an increase of 10% over previous year.
- Increase average site visit time over previous year. (Increase the number of visitors to the web site over previous year.)
- Continue to work with SEO to improve searchability & recognition on search engines.
- Conduct quarterly website performance reviews.
- Develop additional tools and technologies to enhance the website that could include (but not be limited to) electronic database creation, electronic newsletters, enhanced mapping and routing features, enhanced listings, additional videos, RSS, and social networking connectivity.

FY 08 Objectives Assessment:

A comparison of website performance for 2008 for 2007 to-date (at the time of this report) shows these results:

	<u>2007</u>	<u>2008 (Aug 22-Oct 10 only)</u>
# site visits	67,311	16,789
Unique Visitors	59,483	16,789

Pageviews	274,798	87,526
Average pageviews	4.08	1683.19
Average Time on site	2:45	12:18
New visits	87.93%	100% (all are counted as new to start)

The new Yellowstone Country website showed significant improvement in every category, even in a relatively short measuring period. Since we do not yet have a complete year to benchmark, if the figures to-date are extrapolated out, Yellowstone Country more than met the objective to increase website visitation by 15% over the previous year in the categories of searchability & recognition on search engines, # of page views, unique site visitors, & avg site visit length.

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

- Identify and prioritize key marketing opportunities.
- Continue branding the region as “America’s 1st Playground” in all media campaigns.
- Continue branding Yellowstone National Park as a Montana product.
- Maximize efficiency of marketing campaigns by developing key strategic partnerships to help leverage and increase available promotional funding.
- Sell specific event and cultural/historical offerings in conjunction with a trip to the national parks. Emphasize the activities that can be found in Yellowstone Country that may not be available in the parks.
- Attract new tourism dollars into the region.
- Increase tourism dollars by extending lengths of stay in the region.

How does this project support the Strategic Plan?

- **Goal 1: Increase Four-season Tourism Revenues Statewide Through Effective Marketing & Promotions, Focusing on the High-Value, Low-Impact Visitors.**

Again, YC is taking a very pro-active, aggressive marketing approach, targeting key demographic and geographic geo-tourists seeking a quality, recreation-based experience.

Detail pages attached **YES/No**

BUDGET PAGE

WEBSITE DEVELOPMENT & MAINTENANCE 09/10

YELLOWSTONE COUNTRY MONTANA 2009/10

<u>PROFESSIONAL SERVICES</u>	<u>STATE TOURISM FUNDS</u>	<u>OTHER ORGANIZATION FUNDS</u>	<u>TOTAL</u>
WEBSITE DEVELOPMENT & MAINTENANCE	\$ 7,000	\$	7,000
<u>PROJECT TOTAL</u>	\$ 7,000	\$	7,000

Approval Requested ___ Final <u>X</u> Preliminary
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PUBLICITY — INDIVIDUAL AND GROUP PRESS TRIPS

ORGANIZATION NAME **YELLOWSTONE COUNTRY MONTANA**
 PROJECT NAME **PUBLICITY — INDIVIDUAL & GROUP PRESS TRIPS**
 APPLICATION COMPLETED BY **ROBIN HOOVER**

PROJECT NARRATIVE

The Yellowstone Country individual and group press trips are coordinated to tell a story about the vast recreational, cultural and historical opportunities in Yellowstone Country. These publicity efforts allow us the opportunity to take our consumer advertising projects a step further. Placing print, television, radio and Internet ads builds awareness and has a specific call to action; however, providing potential visitors with a credible, first-hand account of the actual experience through the words of a quality journalist gives the extra “bang for the buck.” Planned FY 10 press trips will showcase charming, unique communities and outdoor recreation opportunities within the region.

OBJECTIVES (Include objectives from narrative portion of plan.)

- Host individual and/or region press trips to reach a specific target market segment
- Partner with other tourism region(s) to co-sponsor/host individual or group press opportunities
- Generate 1-3 articles per journalist and/or photographer
- Pursue media with vertical market penetration (print, internet and broadcast television) that support YC’s nature-based recreation marketing strategy.

FY 08 Objectives assessment:

YC Hiking & Birding: October 2007, cancelled due to lack of participation
Tributaries of the Yellowstone July 30-August 6, 2008, 3 participants

List of Published Articles To-Date:

Lynn Hayes, Lynn O'Rourke Hayes is a travel expert and the Editor and co-owner of FamilyTravel.com. She is a weekly travel columnist for the Dallas Morning News and a contributor to GoodHousekeeping.com, TravelMuse.com and other print, online and broadcast outlets.

www.goodhousekeeping.com: Restore Yourself at Hawley Mountain Guest Ranch & Hawley Mountain Ranch -A Wellness Opportunity, each article publicity value is \$3,274.00

Yellowstone National Park: A Natural Wonder,
[http://www.travelmuse.com/articles/yellowstone/yellowstone-overview?
utm_source=newsletter&utm_medium=email&utm_campaign=issue20](http://www.travelmuse.com/articles/yellowstone/yellowstone-overview?utm_source=newsletter&utm_medium=email&utm_campaign=issue20)
Blog entries complete series publicity value: \$1275.00

Expected Articles:

Peter Potterfield, Editor, GreatOutdoors.com, Author—he has also provided 6 photos for use to-date

Kim Ibes, freelance journalist

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

- Identify and prioritize key marketing opportunities.
- Continue branding the region as “America’s 1st Playground” in all media campaigns.
- Continue branding Yellowstone National Park as a Montana product.
- Develop & utilize hospitality, education and training programs as a means to inform residents and business operators about the economic and social value of tourism to a community, region and the state.
- Work to preserve and enhance existing assets, amenities and natural resources in the region.
- Maximize efficiency of marketing campaigns by developing key strategic partnerships to help leverage and increase available promotional funding.

How does this project support the Strategic Plan?

- **Goal 1: Increase Four-season Tourism Revenues Statewide Through Effective Marketing & Promotions, Focusing on the High-Value, Low- Impact Visitors.**
- **Goal 2: Attain Public Policy and Citizen Support for Sustainable Tourism & Recreation.**
- **Goal 4: Enhance & Preserve Montana’s Culture & History.**
- **Goal 9: Increase Funding to Maintain Sustainable Tourism & Recreation.**

Focusing publicity efforts on highlighting key vertical markets, such as Native American culture, community festivals & events, and outdoor recreation helps to achieve this goal, as YC will be seeking project partners who understand and practice the principle of preserving and enhancing the experience for all.

Detail pages attached **YES/No**

BUDGET PAGE

PUBLICITY: INDIVIDUAL & GROUP PRESS TRIPS
YELLOWSTONE COUNTRY MONTANA 2009/10

PROFESSIONAL SERVICES	STATE TOURISM FUNDS	OTHER ORGANIZATION FUNDS	TOTAL
TRAVEL:	\$ 2,000	\$	2,000
ACTIVITY/ENTRANCE FEES	700		700
GUIDE FEES	700		700
LODGING	3,000		3,000
MEALS	2,500		2,500
MISCELLANEOUS *	100		100
TRANSPORTATION	3,000		3,000
PROJECT TOTAL	\$ 12,000	\$	12,000

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

ORGANIZATION NAME	YELLOWSTONE COUNTRY MONTANA
PROJECT NAME	TOURISM DEVELOPMENT
APPLICATION COMPLETED BY	ROBIN HOOVER

VISITOR INFORMATION CENTER FUNDING

The goal of this program is to provide funding to eligible Chamber's and Visitor Information Centers (VICs) for additional staffing or extend hours and provide distribution assistance for vacation information packets.

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. This in turn encourages visitors to stay longer in Yellowstone Country. The distribution program provides funding for chambers to supply potential visitors with accurate travel information, including Yellowstone Country publications, on a year-round basis. Yellowstone Country requires an annual completion report from each chamber so demographic information regarding potential market areas and travel trends can be assimilated and analyzed for use in future marketing efforts.

OBJECTIVES (Include objectives from narrative portion of plan.)

- Build awareness of Yellowstone Country through the distribution of printed materials including 230,000 travel planners using contracted services targeting markets both in and out-of-state, direct mail from the YC office, VICs, Chambers of Commerce and private businesses regionally and across the state.
- Respond to all direct inquiries within 5 working days.

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

- Continue branding Yellowstone National Park as a Montana product.
- Develop & utilize hospitality, education and training programs as a means to inform residents and business operators about the economic and social value of tourism to a community, region and the state.

- Sell specific event and cultural/historical offerings in conjunction with a trip to the national parks. Emphasize the activities that can be found in Yellowstone Country that may not be available in the parks.
- Attract new tourism dollars into the region.
- Increase tourism dollars by extending lengths of stay in the region.

FY 08 Objectives Assessment: See Statistics on the following 2 pages.

How does this project support the Strategic Plan?

- **Goal 6: Address Tourism & Recreation Professional Development.**
 YC works with VIC staff to educate and inform them of the social & economic importance of the tourism industry to their community, and of the multitude of experiences to be found throughout the local area, region and state.

Detail pages attached **YES/No**

BUDGET PAGE

TOURISM DEVELOPMENT

YELLOWSTONE COUNTRY MONTANA 2009/2010

PROFESSIONAL SERVICES	STATE TOURISM FUNDS	OTHER ORGANIZATION FUNDS	TOTAL
Per individual requests from chambers and VICs (Livingston, West Yellowstone, etc.)	\$ 53,000	\$	53,000
PROJECT TOTAL	\$ 53,000	\$	53,000

VIC Completion Reports Results:
November 1, 2007 – October 31, 2008

TOP 15 STATES REQUESTING INFORMATION

Postage / mailings

<u>2007:</u>		<u>2008:</u>
1.	CA	CA
2.	FL	WA
3.	PA	PA
4.	WA	FL
5.	TX	OR
6.	AZ	CO
7.	MN	MN
8.	CO	AZ
9.	GA	IL
10.	IL	GA
11.	WI	WI
12.	OR	TX
13.	NY	ID
14.	MI	MI
15.	ID	NC
16.		CANADA

Staffing / Visitor Center walk-ins

<u>2007:</u>		<u>2008:</u>
1.	MT	MT
2.	WA	CA
3.	CA	WA
4.	MN	UT
5.	TX	MN
6.	CO	WY
7.	WY	CO
8.	AZ	AZ
9.	FL	WI
10.	WI	ND
11.	IL	FL
12.	OR	OR
13.	ND	SD
14.	AZ	TX
15.	GA	GA
16.		CANADA

POSTAGE AND STAFFING SUMMARY

CHAMBER / VIC	POSTAGE SUMMARY		STAFFING SUMMARY							
	TOTAL # PACKETS SENT		# VISITORS ASSISTED		TOTAL STAFF HOURS FUNDED BY YCMI		# OF STAFF *		AVG. PAY \$ / HOUR	
	2007	2008	2007	2008	2007	2008	2007	2008	2007	2008
BIG SKY	9,380	6,357	3,168	2,473	883	929	2	3	\$12.00	\$12.00
BOZEMAN	N/A	N/A	3,815	3,841	891	670.75	1	2+RSVP	\$10.00	\$10.00
COOKE CITY	N/A	N/A	3,899	2,519	990	1,015.25	4	5	\$8.43	\$8.37
GARDINER	322	287	4,230	4,853	981	1,031	6	5	\$8.66	\$8.75
LIVINGSTON	622	N/A	5,921	8,479	1,310	1,367	2	2	\$7.25	\$7.75
MANHATTAN	7	8	N/A	707	N/A	527.25		2	N/A	\$10.35
RED LODGE	N/A	N/A	9,628	7,009	1,176	1,170.75	9	6	\$8.50	\$8.00
STILLWATER	N/A	N/A	863	1,278	720	1,038	4	7	\$8.00	\$8.25
SWEET GRASS	N/A	N/A	3,053	2,669	952	1,057.75	4	3	\$10.50	\$10.00
THREE FORKS	34	27	3,671	2,545	1,047	867	5		\$7.30	\$7.75
WEST YELLOWSTONE	N/A	N/A	99,736	95,630	1,226	1,089	2	5	\$ 8.15	\$8.50
TOTALS	10,365	6,679	137,984	132,003	10,176	10,763	39	40	\$8.88	\$9.06

2008 SUMMARY:

- Total # of VIC / Chambers assisted: **11**
- Postage/Distribution: **4**
- Staffing assistance: **11**
- Total funds distributed: **\$103,996.00**
- Staffing assistance: **\$98,582.00**
- Postage/Distribution: **\$5,415.00**
- Total packets sent: **6,679**
- Total visitors assisted: **132,003**
- # of jobs provided: **44**

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

TELEMARKETING/FULFILLMENT

ORGANIZATION NAME	YELLOWSTONE COUNTRY MONTANA
PROJECT NAME	TELEMARKETING/FULFILLMENT
APPLICATION COMPLETED BY	ROBIN HOOVER

PROJECT NARRATIVE

This budget supports distribution of YC's printed materials to non-resident and resident visitors, toll-free phone service, shipping and postage. As the primary means of distribution to both regional outlets and identified out-of-state hubs, YC contracts with Certified Folder Services to distribute the travel planners throughout the drive/fly in markets of Washington, Minnesota, the Dakotas, Utah, Colorado and Wyoming. CFS stocks the planners in eligible MT state rest areas, and stocks other printed materials such as the YC map brochure in CFS brochure racks located along the Yellowstone route.

OBJECTIVES (Include objectives from narrative portion of plan.)

- Build awareness of Yellowstone Country through the distribution of printed materials including 230,000 travel planners using contracted services targeting markets both in and out-of-state, direct mail from the YC office, VICs, Chambers of Commerce and private businesses regionally and across the state.
- Respond to all direct inquiries within 5 working days.

FY 08 Objectives Assessment:

YCMC used bulk mail shipping to distribute quantities of 10,000 (up from 8500 in 2007) in response to direct inquiries generated through ad campaigns, phone, mail, e-mail and YC website guest book . Certified Folders, the contracted distributor, distributed 150,000 throughout the targeted markets and along its MT distribution routes and 2000 to the 3 participating state rest areas. Chambers received 68,000, which were distributed through the region's chamber-operated VICs.

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

- Attract new tourism dollars into the region.
- Increase tourism dollars by extending lengths of stay in the region.

How does this project support the Strategic Plan?

- **Goal 1: Increase Four-season Tourism Revenues Statewide Through Effective Marketing & Promotions, Focusing on the High-Value, Low-Impact Visitors.**

Distribution of the travel planner works toward this goal by building awareness for potential visitors in key markets of the multitude of recreation and cultural experiences available in Montana.

Detail pages attached **YES/No**

BUDGET PAGE

TELEMARKETING/FULFILLMENT

YELLOWSTONE COUNTRY MONTANA 2009/2010

PROFESSIONAL SERVICES	STATE TOURISM FUNDS	ORGANIZATION FUNDS	OTHER TOTAL
TOLL FREE LINE	\$ 700		\$ 700
POSTAGE	\$ 700		\$ 700
SHIPPING/FREIGHT *	\$ 2,100		\$ 2,100
FULFILLMENT BY CONTRACTOR (Certified Folder Distribution)	\$ 17,450		\$ 17,450
ENVELOPES/LABELS/SUPPLIES	\$ 50		\$ 50
PROJECT TOTAL	\$ 21,000		\$ 21,000

* UPS, Fed Ex, etc.