

YELLOWSTONE COUNTRY MONTANA

MARKETING PLAN

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MISSION

The purpose of Yellowstone Country Montana Inc. (YCMI), a state tourism region, is to market and develop the region as a preferred vacation destination for leisure visitors and groups.

1) PURPOSE

Yellowstone Country promotes the region as “America’s 1st Playground,” and “Montana’s Yellowstone Country,” 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.

2) IDENTITY OF THE AREA

TARGET SEASONS

Winter- 47%, Warm Season- 53% — YCMI will view tourism development and marketing in terms of these specific seasons.

STRENGTHS

The diversity of activities, attractions and events found throughout the region allows for the opportunity to capture our target market segments (see demographics). Marketing and promotion efforts should focus on highlighting the strengths outlined in this section. The outlined strengths are perceived as the marketing opportunities.

- **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.” 2009 was a record visitation year for Yellowstone Park, although with a different mix: (significant decline in tour buses and significant increase in RV vehicles. 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 continued media attention due to a number of projects (Ken Burns national park series, the Greater Yellowstone Geo-traveler Mapguide & website, the Top 10 Scenic Roads projects) 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 and 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 & Events** – 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. World class cross country ski events and festivals, such as November’s Yellowstone Ski Festival and the March Rendezvous Race and Youth Ski Festival draw skiers from across the nation.
- **Established Pre-Existing Tourism Historic Sites, Roads & Trails** — Art galleries, museums, and historic sites 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, Festival of Nations, Sweet Pea Festival, Winter Snowmobile Expo and the Mountain Man Rendezvous 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.
- **Destination 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 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. West Yellowstone (just two miles from Yellowstone Park) offers seasonal service from Skywest. 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.

MEDIA OPPORTUNITIES (Challenges)

Use challenging events/issues that often get abundant, negative media attention to positively promote, educate and inform the public of the full range of recreational and cultural opportunities available throughout the YC region.

Common Examples:

Weather & Seasonal Conditions – Two primary seasonal experiences: cold season and warm season. We can have a classic crisp, beautiful fall day as well as all four seasons in the same day. The focus is on recreation - every type of weather has its own sport.

Blizzards – That means a lot of snow and Montana means “mountains.” People visiting Montana love to ski, snowmobile and ice climb.

Floods – We have many streams and rivers flowing from the mountains – high water means great white water rafting and kayaking. Big run off is usually indicative of big snow packs which means water in the rivers and streams all fishing season.

Earthquakes – Yellowstone is home to one of the most famous volcanoes on the planet – daily seismic activity is life in the park A huge caldera and home to incredible natural features and wildlife.

Fires – Nature at work. We have 7 mountain ranges surrounding YNP in Montana and our state has over 147,000 square miles - Fire is a natural process that happens every summer. There are also heavy dead zones and deadfall due to the pine beetle infestation. There are always plenty of choices and options to enjoy smoke free recreation in the region.

Access to Public Lands - Yellowstone Country has the most remote wilderness in the lower 48, yet we have a major airports and interstate access only 1.5 hrs from YNP. Plus, we have Forest Service and state land access points in Yellowstone Country region of Montana.

Economics - Camping is a great way to spend quality time with your family and friends and it’s also a way to get the best value for your vacation dollar. Enjoy our spectacular scenic by-ways when you travel on MT highways.

3) GOALS

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

1. Attract new geo-tourism dollars into the region.
2. Increase tourism dollars by extending lengths of stay in the region.
3. Identify and prioritize key elements and targets of an area marketing plan.
4. Continue to promote “America’s 1st Playground” as theme in all our marketing.
5. Develop an annual budget/plan for marketing.
6. Provide tourism information to regional businesses & residents.
7. Identify & promote historic, cultural and natural resources in the region, maintaining balance between utilization & sustainability.
8. Maximize efficiency of dollars spent to promote tourism.

9. Provide tourism information and training programs.
10. Work with ITRR on current & future research projects.
11. Identify & implement private/public sector partnership opportunities.

4) SUPPORT FOR STATE 5-YEAR STRATEGIC PLAN

In the FY 11 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 MTOT, Regions & CVBs on advertising campaigns, conversion research projects, database & lead sharing), Consumer Advertising (Winter campaigns, Internet advertising, Print and Broadcast Media campaigns), YCMI Website, Publications (Travel Planner), Publicity (individual & group press trips, press releases, partnering with tourism businesses), Community Tourism Development. YCMI will seek to expand public-private partnerships to help leverage marketing dollars. YC will continue efforts to target specific new markets for both winter and warm season promotion.

- **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 4: Enhance & Preserve Montana's Culture & History**

Actions 4.1.a, b, and d. are supported by the following YC projects: Publications (Travel Planner), Joint Ventures, Publicity (Press Trips), Community Tourism Development.

- **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 MTOT, Regions & CVBs on advertising campaigns, conversion research projects, database & lead sharing), Consumer Advertising (Winter & warm season campaigns, Internet advertising, Print and Broadcast Media campaigns), YCMI Website, Publications (Travel Planner), 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 MDT to allow printed publications in state rest areas, and is working on project elements for adapting regional rest areas to Wi-Fi 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 For 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

Specific measurable objectives for each project as it relates back to this list of overall objectives will be provided in each individual project application.

STRATEGIC RECOMMENDATIONS

1. Reach target markets through a cost-effective “paid” marketing /advertising campaign which drives the consumer to the YCMI website. These actions include (but are not limited to) the following:
 - Print campaigns
 - TV campaigns
 - Travel guide
 - Website / Internet Advertising
 - Direct Mail
 - Signage
 - Caller Response pieces
 - Social Media
 - Kiosks
 - Email newsletter
 - Expand video for use on website, TV spots, and training seminars
2. Utilize Publicity/PR techniques to increase awareness about Yellowstone Country.
 - Press trips for qualified travel journalists
 - Press releases
 - Blogging
 - Provide information to local chambers and businesses
3. Encourage tourists to “do more” and “stay longer” in Yellowstone Country by providing information through:
 - Visitor Information Centers (VICs)/Kiosks
 - Coordinate sharing information between communities, regions and state
 - Travel Planner
 - Supply chambers with information and publications to promote tourism in the community, region and state
 - Information tourism seminars by YCMI Directors, staff
 - Website
 - Rest Area displays & WIFI service
4. Enhance Montana residents’, business owners’ and government officials’ knowledge about tourism through:
 - Legislature awareness
 - Newsletter (“Did you know. . .” sections)
 - YCMI information PowerPoint presentation— or comparable training sessions
 - Visitor Information Centers

- Information sharing among board members and tourism partners
5. Increase efficiency and effectiveness of Yellowstone Country Board by:
- Conducting an annual YCMI board retreat for review of programs and developing marketing/promotion strategy

6) TARGET GEOGRAPHIC MARKETS

Key Geographic Markets for Yellowstone Country: The major geographic markets for YCMI are those where the majority of the region's visitors primarily come from, as supported by research statistics. Also included are the surrounding states where potential visitors have the option of driving in or flying into the region in one day of travel time.

7) TARGET DEMOGRAPHICS

Key Demographic Markets for Yellowstone Country: The target markets for Yellowstone Country include, but are not limited to, the following segments: mature travelers (50 years and up), active adults in all age ranges, active families with children, couples, conventions and meeting groups, and all visitors that pursue the many varied vertical markets in Yellowstone Country: i.e. geo-tourism, heritage and cultural travelers, guided adventurers, outdoor enthusiasts for one or all seasons, etc.

8) MARKETING METHODS/ADVERTISING MEDIA TO BE USED

Yellowstone Country Montana will work to maintain the consistency and effectiveness of our message through the following means:

- **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 vertical markets of recreation and sightseeing during all seasons. Specific areas of interest focus on day trips and scenic loops. The planner is the primary fulfillment 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 is placed in distribution racks in MT state rest areas and in the Billings & Bozeman airports.
- **Publicity & Public Awareness** — YC will continue to promote individual & group press trips and will develop & implement a public awareness program.
- **Yellowstone Country Community Tourism Programs** — YCMI will identify and implement one or more community tourism projects in FY 11. These

projects are intended to meet the state strategic plan objective of implementing private/public partnerships.

- **Winter & Warm Season Campaigns** — Produce & implement media mix advertising to attract outdoor recreation enthusiasts to the region.
- **Internet/Print/Broadcast Advertising** — YC will continue to pursue all media advertising opportunities and Joint Ventures with Montana Office of Tourism to place advertising in venues that best pursue our vertical recreational markets.

ANNUAL BUDGET OVERVIEW

YELLOWSTONE COUNTRY MONTANA FISCAL YEAR 2010/2011

FY 10/11 Projected Revenue (95%)		\$	655,000
TOTAL BUDGET		\$	655,000
PROJECT DESCRIPTION/CATEGORY	PROJECT BUDGET		TOTAL
MARKETING SUPPORT		\$	166,000
Administration (up to 20%)	\$131,000		
Opportunity (up to 10%)	\$ 35,000		
PUBLICATIONS		\$	131,000
Travel Planner	\$131,000		
JOINT VENTURES		\$	41,000
<i>Undaunted Courage</i> film project	\$20,000		
Projects TBD	\$21,000		
CONSUMER ADVERTISING		\$	225,000
Multi-media Campaigns	\$150,000		
Internet Advertising	\$ 75,000		
WEBSITE DEVELOPMENT & MAINTENANCE	\$ 4,000	\$	4,000
PUBLICITY & PUBLIC AWARENESS		\$	7,000
Individual & Group Press Trips	\$ 3,000		
Public Awareness	\$ 4,000		
COMMUNITY TOURISM DEVELOPMENT	\$ 60,000	\$	60,000
TELEMARKETING/FULFILLMENT	\$ 21,000	\$	21,000
TOTAL FY 10/11 BUDGET REQUESTED	\$655,000	\$	655,000

IF the budget decreased/increased 10%:

10% DECREASE:

- Community Tourism Development. Opportunity Marketing

10% INCREASE:

- Consumer Advertising campaigns, Publicity & Public Awareness

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

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 2011 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. The planner will be E-published to be an interactive tool for the YC website, as well as being available on the site in a downloadable version. Finally, the travel planner is slated for bulk distribution in key out-of-state target market areas: Washington, Minnesota, the Dakotas, Utah, and Wyoming.

OBJECTIVES (Include objectives from narrative portion of plan.)

- Distribute **240,000** travel planners to travelers in target market areas.
- Drive consumers to the www.yellowstonecountry.net website for more extensive information and trip-planning tools.

FY 09 Objectives Assessment:

YCMC used bulk mail shipping to distribute quantities of 7000 (down from 10000 in 2008) in response to direct inquiries generated through ad campaigns, phone, mail, e-mail and YC website guest book. Certified Folders distributed 160,000 throughout the out-of-state target markets and along its MT distribution routes and 3000 to the 3 participating state rest areas. Chambers received 60,000, which were distributed through the region's 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 2011

Publication	2011 Yellowstone Country Montana Travel Planner	
Quantity	240,000	
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 is downloadable as a pdf on the website. Bulk distribution will be in Washington, Minnesota, the Dakotas, Utah, 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 2011

YELLOWSTONE COUNTRY MONTANA 2010/2011

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	3,750		3,750
PRINTING/PRINT PREP/ FREIGHT	91,200		91,200
OTHER: FAX/PHONE/ SHIPPING/POSTAGE	1,750		1,750
PROJECT TOTAL	\$ 131,000	\$	131,000

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

- Promote the outdoor recreation component 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.

- 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-traveler,” so YC will seek public & private partnerships to help promote the high-value, low-impact experience.

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 2010/11

PROFESSIONAL SERVICES	STATE TOURISM FUNDS	OTHER ORGANIZATION FUNDS	TOTAL
PROJECT TOTAL	\$ 150,000		\$ 150,000

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

CONSUMER ADVERTISING — INTERNET ADVERTISING

ORGANIZATION NAME **YELLOWSTONE COUNTRY MONTANA**
PROJECT NAME **CONSUMER ADVERTISING —
INTERNET ADVERTISING CAMPAIGN**
APPLICATION COMPLETED BY **ROBIN HOOVER**

PROJECT NARRATIVE

An Internet advertising campaign will be implemented for specific target markets.

OBJECTIVES

- Promote the winter Yellowstone Country region through the use of targeted Internet Advertising

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

Detail pages attached YES/No

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.

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 2010/11**

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, video, & text, testing & implementation, social media website development and integration with existing website.

ONGOING SITE MAINTENANCE

Email, Intranet newsletter production & distribution, electronic database creation and maintenance, regular content/photo/video updating, website performance tools & reports, development of media & content libraries, link review & changes, test & troubleshoot, training & technology assistance as needed, interface with MTOT 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.
- 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.
- Develop, maintain, and grow social media websites and tools including Facebook (both for Yellowstone Country and “greater-than” campaigns), Twitter, and others as appropriate. Increase to 1500 Facebook fans and 500 Twitter followers.

FY 09 Objectives Assessment:

A comparison of nine months year-to-date against a full previous year indicates that there was a significant increase in new traffic to the website. As the chart below indicates, there was significant growth in total sessions, total hits, pageviews, and average sessions per day compared to the previous year. There were slight declines in average pageviews per session and average time on site. This continues a decline in these same metrics from 2007-2008. We feel that this trend will continue for several reasons. First, web consumers are increasingly devoting time and focus to social media websites and tools for primary information and decision making. Traditional websites like this one become a secondary source for specific information on activities, route planning, events, and miscellaneous information. Second, a side impact of the recession is that office workers are spending less time on the internet, browsing and researching. Time is limited and we are seeing our web visitors jump immediately to secondary landing pages within our website.

METRICS:	7/01/2008 - 6/30/2009	7/01/2009 - 3/30/2010
Total sessions (<i>series of Hits to the website over a specific period of time by one visitor</i>)	14,682	78,234
Total "hits" (<i>any successful request to a web server from a visitor's browser</i>)	72,981	1,500,640
Pageviews	302,956	324,681
Average pageviews per session	4.97	4.15
Average sessions per day	277.02	286.57
Average time on site	11:32	11:07

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.

BUDGET PAGE

WEBSITE DEVELOPMENT & MAINTENANCE 09/10
YELLOWSTONE COUNTRY MONTANA 2009/10

PROFESSIONAL SERVICES	STATE TOURISM FUNDS	OTHER ORGANIZATION FUNDS	TOTAL
WEBSITE DEVELOPMENT & MAINTENANCE	\$ 4,000	\$	4,000
PROJECT TOTAL	\$ 4,000	\$	4,000

Approval Requested <input type="checkbox"/> Final <input checked="" type="checkbox"/> Preliminary
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PUBLICITY & PUBLIC AWARENESS

ORGANIZATION NAME **YELLOWSTONE COUNTRY MONTANA**
PROJECT NAME **PUBLICITY & PUBLIC AWARENESS**
APPLICATION COMPLETED BY **ROBIN HOOVER**

PROJECT NARRATIVE

The Yellowstone Country Publicity & Public Awareness projects are coordinated to tell a story about the vast recreational, cultural and historical opportunities in Yellowstone Country. These efforts allow us the opportunity to take our consumer advertising projects a step further. 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,” showcasing 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
- Develop partnerships with one or more regional travel journalists/photographers to assist YC in promotion efforts: may include blogging, print articles, photography & press releases

FY 09 Objectives assessment:

Total publicity values to-date is \$33,145.00. The press trips were cost effective because YCMI was able to partner with several regional businesses, which provided discount services, and several YCMI board members volunteered additional guide services in their areas. The total costs for running the press trips were less than \$6,000.00, making ROI to-date \$27,195.00.

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.

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 & public awareness efforts to highlight key vertical markets, such as 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.

BUDGET PAGE

PUBLICITY & PUBLIC AWARENESS

YELLOWSTONE COUNTRY MONTANA 2010/11

PROFESSIONAL SERVICES	STATE TOURISM FUNDS	OTHER ORGANIZATION FUNDS	TOTAL
INDIVIDUAL & GROUP PRESS TRIPS	\$ 3000	\$	3000
PUBLIC AWARENESS	\$ 4000	\$	4000
PROJECT TOTAL	\$ 7,000	\$	7,000

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

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

The goal of this new program is to provide project funding for promotion of regional communities.

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

OBJECTIVES (Include objectives from narrative portion of plan.)

- Build awareness of Yellowstone Country region communities through partnerships with VICs, Chambers of Commerce and private businesses.

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.

How does this project support the Strategic Plan?

- **Goal 6: Address Tourism & Recreation Professional Development.**
YC works with regional Chamber & VIC staff to provide information pertaining to the social & economic importance of the tourism industry in the local area, region and state.

BUDGET PAGE

COMMUNITY TOURISM DEVELOPMENT

YELLOWSTONE COUNTRY MONTANA 2010/2011

<u>PROFESSIONAL SERVICES</u>	<u>STATE TOURISM FUNDS</u>	<u>OTHER ORGANIZATION FUNDS</u>	<u>TOTAL</u>
Community Tourism projects	\$ 60,000		\$ 60,000
<u>PROJECT TOTAL</u>	<u>\$ 60,000</u>		<u>\$ 60,000</u>

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 240,000 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.

- 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.

BUDGET PAGE

TELEMARKETING/FULFILLMENT

YELLOWSTONE COUNTRY MONTANA 2010/11

<u>PROFESSIONAL SERVICES</u>	<u>STATE TOURISM FUNDS</u>	<u>ORGANIZATION FUNDS</u>	<u>OTHER TOTAL</u>
TOLL FREE LINE	\$ 700		\$ 700
POSTAGE	\$ 700		\$ 700
SHIPPING/FREIGHT *	\$ 1,480		\$ 1,480
FULFILLMENT BY CONTRACTOR (Certified Folder Distribution)	\$ 18,070		\$ 18,070
ENVELOPES/LABELS/ SUPPLIES	\$ 50		\$ 50
PROJECT TOTAL	\$ 21,000		\$ 21,000

* UPS, Fed Ex, etc.