

# TRAVEL MONTANA

1999-2000  
TOURISM  
AND FILM  
MARKETING  
PLAN



Montana Department of Commerce  
P.O. Box 200533 • 1424 9th Avenue  
Helena, Montana 59620-0533  
406-444-2654 • Fax: 406-444-1800  
Internet: <http://visitmt.com>

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# FORWARD

Congratulations to the Montana Department of Commerce, Travel Montana and our tourism industry partners for making 1998 another successful tourism year. Through creative partnerships between Montana's public and private sectors, we hosted 9.5 million visitors and employed 28,500 Montanans.

During the past several years, we have seen our tourism industry become one of the state's leading business sectors. In 1998, through the Tourism Infrastructure Investment Program, over one million dollars in tourism bed tax funds were reinvested in 15 Montana communities. The success of your programs is vital to those communities as they develop local infrastructure to meet the needs of our visitors.

The 1999-2000 Tourism and Film Marketing Plan provides Montana's tourism partners, legislators and other interested parties with a look at our common goals, objectives and programs. Thanks to your continued hard work, dedication and foresight, the state's tourism industry is primed to take on and prosper in the new millennium.

Lewis and Clark spent more time in Montana than any other place on their historic journey. As the nation prepares to celebrate their remarkable adventure, Montana's tourism industry is prepared to meet the needs and exceed the expectations of modern day explorers.

I am proud to be part of such a team and look forward to working with you in the coming year.

Sincerely,



Marc Racicot  
Governor, State of Montana

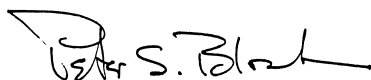
Montana's tourism industry continues to be a vibrant component of our economic picture. Your partnership has excelled not only in bringing folks here to share in the unique Montana experience, but also in job creation, business start-up and expansion, and infusion of monies into communities. Each of you can take pride in these accomplishments. I know that I do and I am proud of my association with you.

Yearly you identify and recognize the ever changing challenges and opportunities from responding to the change of how travelers receive information to the in-state need of helping ranchers and farmers diversify their business base so they can stay on their land. Working closely with Travel Montana, your industry has successfully woven different perspectives into a functional and doable whole that keeps tourism healthy and growing.

I thank and congratulate Travel Montana for its role in developing a well thought out plan to promote our wonderful state, while preserving our quality of life. Montana is packed with cultural treasures from Bannack and Virginia City to dinosaur museums, Native American pow wows to the Lewis and Clark Trail. These treasures thrive and can be sustained because of Montana's tourism industry.

As a team, you have made tourism one of the state's basic industries. In the coming years, we must, together, meet the challenge of increasing all of Montana's awareness of the tourism contribution to our lives and well-being, and to the preservation of the state's heritage. This is a challenge and opportunity we are up to. With the forward thinking and creative planning Montana's tourism industry has demonstrated in the past, we will continue to flourish in the years ahead.

Good luck and best wishes.



Dr. Peter S. Blouke  
Director, Montana Department of Commerce

# INTRODUCTION

Dear Friends:

On a recent bicycling trip through the Centennial Valley, I stopped to read an interpretive panel near the Red Rock Lake Wildlife Refuge. It told the story of the turn-of-the-century stagecoach line that transported sightseers from the rail terminus at Monida to Yellowstone National Park—a trip spanning 80 miles and three days. In its heyday (1915), the line carried more than 10,000 passengers in a summer season, serving as one of the major gateways to the Park. Today, all of that is but a memory. Throughout this century we have seen social and technological revolutions fundamentally alter how we live, work and play. And, for better or worse, these changes seem to be accelerating.

But in all of this there is a constant...and that constant is Montana. Since the early 1900s, guests from all over the world have come to delight in this place we call home.

I have had the privilege to serve as Travel Director for seven years. Upon reflection, I'm struck by the changes within this industry, and the expanding role of tourism in our economy. We've seen a dramatic shift in our core visitor markets. For example, in 1992 nearly 20% of our visitors were Canadian, and our #1 market. Currently, Washington State is our largest visitor market, and Canadian visitation has dropped to less than 9% of our total. Our visitors are now coming from farther away, and spending more time and dollars in our state.

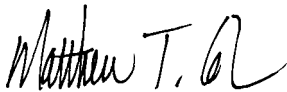
We also find our customers accessing information in ways we didn't even dream of a few years ago. Clearly, the Internet has changed the way we operate. Throughout this plan, you will see how we have integrated the Internet into virtually all of our programming.

We also recognize the ongoing importance of preserving and enhancing our historic and cultural infrastructure. Nearly 20% of the "bed tax" is now used for these purposes, with monies being made available for a wide variety of projects that benefit both our citizens and our guests.

This year's marketing and program plan has been crafted to ensure our programs adapt to changing marketing conditions while staying relevant in a fast-moving world. While this plan focuses on Travel Montana's activities, I would be remiss in not thanking all of those people in the state whose input, ideas and support make this all possible.

As always, I welcome your comments and suggestions.

Sincerely,



Matthew T. Cohn  
Director, Travel Montana

# TOURISM ADVISORY COUNCIL

The Montana Tourism Advisory Council (TAC) was created by statute in July of 1987, as a result of the inception of the Montana accommodations tax. The council is composed of no fewer than 12 members from Montana's private-sector travel industry, with representation from each of Montana's six tourism regions and a representative from the Indian tribal governments. Members of the council are appointed by the governor and serve staggered three-year terms, subject to replacement at the discretion of the governor. A chairperson and a vice chairperson are elected, or re-elected, by the council during the first meeting of each fiscal year, beginning July 1. Members must have served on the council for at least one year to be eligible for election to these posts. The council meets three times annually and/or as needed.

The duties of the Council are:

- Advise the governor on matters which relate to travel and tourism in Montana
- Set policies and guide the efforts of Travel Montana, within the Department of Commerce
- Oversee distribution of funds and set regulations for nonprofit regional tourism corporations and nonprofit Convention and Visitors Bureaus
- Prescribe allowable administrative expenses for which accommodations tax proceeds may be used by nonprofit regional tourism corporations and nonprofit Convention and Visitors Bureaus
- Direct the university system's travel research and approve all projects prior to implementation

**Carl Kochman, Chair (2002)**  
Kochman Consulting  
PO Box 1947  
Great Falls, MT 59403  
406-771-0731  
406-771-0422 (fax)

**Betsy Baumgart, Vice Chair (2001)**  
Holiday Inn Express  
701 Washington Street  
Helena, MT 59601  
406-449-4000  
406-449-4522 (fax)

**Maureen Averill (2001)**  
Flathead Lake Lodge  
PO Box 248  
Bigfork, MT 59911  
406-837-4391  
406-837-6977 (fax)

**Lynda Bourke-Moss (2002)**  
Western Heritage Center  
2822 Montana Avenue  
Billings, MT 59101  
406-259-6809, ext. 22  
406-256-6850 (fax)

**Kathy Brown (2001)**  
Nicholson Inc.  
PO Box 472  
Helena, MT 59624  
406-443-2160  
406-443-2161 (fax)

**Robert Dompier (2002)**  
Best Western Heritage Inn  
1700 Fox Farm Road  
Great Falls, MT 59404  
406-761-1900  
406-761-0136 (fax)

**Al Donohue (Emeritus)**  
1014 Durango  
Great Falls, MT 59404

**Debbie Donovan (2001)**  
HC 67, Box 126  
Larlsan, MT 59244  
406-725-3385  
406-228-9027 (fax)

**Kelly Flynn (2002)**  
Hidden Hollow Hideaway  
PO Box 233  
Townsend, MT 59644  
406-266-3322

**Ed Henrich (2000)**  
Fairmont Hot Springs  
1500 Fairmont Hot Springs  
Anaconda, MT 59711  
406-797-3241  
406-797-3337 (fax)

**Ramona Holt (2002)**  
H Bar R Ranches  
PO Box 129  
Lolo, MT 59847  
406-273-2643  
406-273-6378 (fax)

**Donna Madson (2000)**  
Yellowstone Tour & Travel  
PO Box 410  
West Yellowstone, MT 59758  
406-646-9310  
406-646-9490 (fax)

**Lisa Perry (2001)**  
Northwest Airlines/KLM  
Billings International Airport  
Billings, MT 59105  
406-248-4705  
406-245-9336 (fax)

**Tim Prather (2000)**  
Red Lodge Mountain Resort  
PO Box 750  
Red Lodge, MT 59068  
406-446-2610  
406-446-3604 (fax)

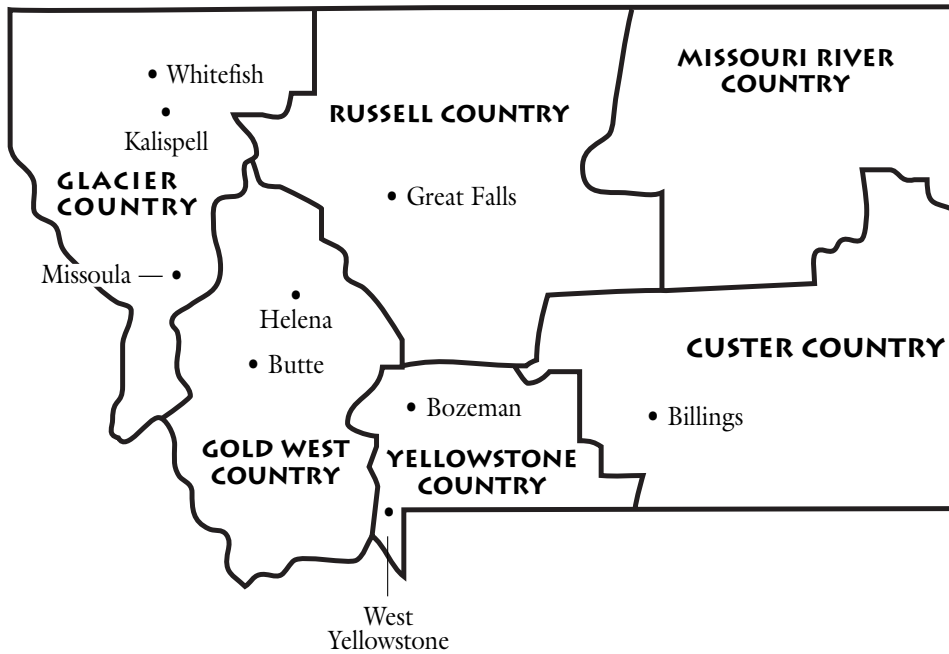
**Michele Reese (2002)**  
The Big Mountain  
PO Box 1400  
Whitefish, MT 59937  
406-862-1900  
406-862-2955 (fax)

**Clark Whitehead (2000)**  
Bureau of Land Management  
PO Box 1160  
Lewistown, MT 59457  
406-538-7461  
406-538-1904 (fax)

*(Numbers to the right of each name indicate the year in which the term expires on July 1st.)*

# CERTIFIED TOURISM ORGANIZATIONS

Twenty-five percent of Montana's state tourism budget is legislatively allocated to 15 certified organizations. These organizations are private, nonprofit corporations that market specific regions and cities within the state. Under the direction and guidance of the Tourism Advisory Council, these organizations submit annual marketing plans which seek to both increase visitation and visitor length of stay. Marketing plans for each of the tourism organizations are on file at Travel Montana.



# TOURISM REGIONS

## CUSTER COUNTRY

**Kierston Branstetter, Executive Director**  
 Custer Country  
 Route 1, Box 1206A  
 Hardin, MT 59034  
 406-665-1671 • 406-665-3068 (fax)

**Dea Hostetler, President**  
 Custer Country  
 113 North Douglas  
 Glendive, MT 59330  
 406-377-4505 • 406-377-8456 (fax)

## GLACIER COUNTRY

**Linda Anderson, Executive Director**  
 Glacier Country  
 PO Box 1035  
 Bigfork, MT 59911-1035  
 406-837-6211 • 406-837-6231 (fax)

**Jan Blayden, President**  
 Glacier Country  
 5280 Grant Creek Road  
 Missoula, MT 59802  
 406-543-4705 • 406-543-0777 (fax)

## GOLD WEST COUNTRY

**Cathy Burwell, President**  
 Gold West Country  
 225 Cruse, Suite A  
 Helena, MT 59601  
 406-447-1530  
 406-447-1532 (fax)

**Sarah Bannon, Operations Coordinator**  
 Gold West Country  
 1155 Main Street  
 Deer Lodge, MT 59722  
 406-846-1943 (phone/fax)

## MISSOURI RIVER COUNTRY

**Candy Marsh, President**  
 Missouri River Country  
 501 1st Avenue West  
 Plentywood, MT 59254  
 406-765-1320 • 406-765-2580 (fax)

**Renee Stoll, Executive Secretary**  
 Missouri River Country  
 PO Box 387  
 Wolf Point, MT 59201  
 406-653-1319 • 406-653-1317 (fax)

## RUSSELL COUNTRY

**Gayle Fisher**  
 Russell Country  
 PO Box 3166  
 Great Falls, MT 59403  
 406-761-5036 • 406-761-5085 (fax)

**Bob Moritz, President**  
 Russell Country  
 Route 1, Box 3  
 Conrad, MT 59425  
 406-278-3319

## YELLOWSTONE COUNTRY

**Joan Cline, President**  
 Yellowstone Country  
 PO Box 988  
 Red Lodge, MT 59068  
 406-446-1718 • 406-446-2513 (fax)

**Steve Burke, Secretary/Treasurer**  
 Yellowstone Country  
 Red Lodging, Inc.  
 PO Box 1477  
 Red Lodge, MT 59068  
 406-446-1272

**Vicki Eggers, Administrative Assistant**  
 Yellowstone Country  
 PO Box 1490  
 West Yellowstone, MT 59758  
 406-646-4383 • 406-646-4889 (fax)

# CONVENTION & VISITORS BUREAUS

## BILLINGS

Billings Area Chamber of Commerce  
 PO Box 31177  
 Billings, MT 59107  
 406-245-4111 • 406-245-7333 (fax)

**John Brewer, Director**  
 Billings CVC

**E. "Butch" Ott, President**  
 Billings Area Chamber of Commerce

## BOZEMAN

Bozeman Area Chamber of Commerce  
 PO Box B  
 Bozeman, MT 59715  
 406-586-5421 • 406-586-8286 (fax)

**Gwen Peterson, Director**  
 Bozeman CVB

**David Smith, Executive Director**  
 Bozeman Area Chamber of Commerce

## BUTTE

Butte-Silver Bow Chamber of Commerce  
 1000 George  
 Butte, MT 59701  
 406-723-3177 • 406-723-1215 (fax)

**Connie Kenney, Executive Vice President**  
 Butte-Silver Bow Chamber of Commerce

**Ms. Eddie Steward, Administrative Assistant**  
 Butte-Silver Bow CVB

## GREAT FALLS

Great Falls Area Chamber of Commerce  
 PO Box 2127  
 Great Falls, MT 59403  
 406-761-4434 • 406-454-2995 (fax)

**Mike Labriola, Executive Vice President**  
 Great Falls CVB

## HELENA

Helena Area Chamber of Commerce  
 225 Cruse, Suite A  
 Helena, MT 59601  
 406-447-1530 • 406-447-1532 (fax)

**Jennifer Arthur, Manager**  
 Helena CVB

**Cathy Burwell, Executive Director**  
 Helena Area Chamber of Commerce

## KALISPELL

Kalispell Area Chamber of Commerce  
 15 Depot Park  
 Kalispell, MT 59901  
 406-758-2800 • 758-2805 (fax) - Chamber  
 406-756-9091 • 257-2500 (fax) - FCVB

**Joe Unterreiner, Executive Vice President**  
 Kalispell Area Chamber of Commerce

**Jim Martin, Director**  
 Flathead CVB

## MISSOULA

Missoula Area Chamber of Commerce  
 PO Box 7577  
 Missoula, MT 59807  
 406-543-6623 • 406-543-6625 (fax)

**Patti Benner, Manager**  
 Missoula CVB

**Kim Latrielle, Executive Vice President**  
 Missoula Area Chamber of Commerce

## WEST YELLOWSTONE

West Yellowstone Chamber of Commerce  
 PO Box 458  
 West Yellowstone, MT 59758  
 406-646-7701 • 406-646-9691 (fax)

**Marysue Costello, Executive Director**  
 West Yellowstone CVB

**Jack Clarkson, President**  
 PO Box 1410  
 West Yellowstone, MT 59758  
 406-646-4367

## WHITEFISH

Whitefish Chamber of Commerce  
 PO Box 1120  
 Whitefish, MT 59937  
 406-862-3501 • 406-862-9494 (fax)

**Jim Trout, President**  
 Whitefish Chamber of Commerce

**Rhonda Fitzgerald**  
 804 Spokane Ave.  
 406-862-3440

# TOURISM FUNDING

Our state's dramatic tourism growth since 1988 is directly tied to the Montana Legislature's creation, in 1987, of a dedicated accommodations tax. Montana funds its travel and tourism marketing programs solely from this source, with *no dollars from the state's general fund*. The existence of this funding, and the valuable promotional efforts it has allowed, are essential to maintaining and increasing tourism growth into the future, with widespread economic benefits to all Montanans.

## ACCOMMODATIONS TAX FUNDING REVENUE FY00

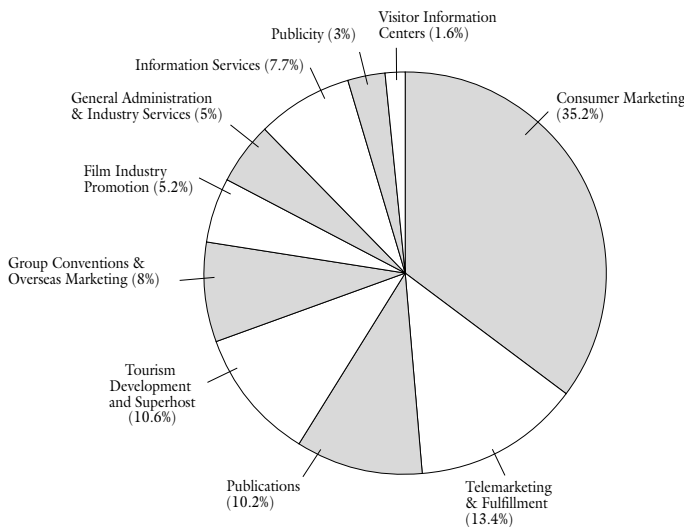
Projected Lodging Tax Revenue .....	\$10,484,786
Historic Preservation Commission (Virginia City) .....	(\$400,000)
Department of Revenue	
(Tax collection costs & reimbursement to general fund of tax paid by state employees) ..	(\$270,000)
<b>Available for Distribution .....</b>	<b>\$9,814,786</b>

## USE OF FUNDS (Distribution formula determined by the legislature)

State Parks Operation & Maintenance - 6.5% .....	(\$637,961)
University System - 2.5% (Tourism and Recreation Research) .....	(\$245,370)
Historical Society - 1% (Historical Sites and Signage) .....	(\$98,148)
Available for Department of Commerce - 90%	
(Regions/CVBs and Travel Montana) .....	\$8,833,307
Regions/CVBs Tourism Marketing - 22.5% .....	\$2,208,327
Travel Montana Programs - 67.5% .....	\$6,624,980

Currently, approximately 20% of tax collections go toward tourism-related infrastructure needs around the state.

## HOW TRAVEL MONTANA FUNDS ARE SPENT



## TRAVEL MONTANA PROJECTED FY00 BUDGET

Funds available from	
Accommodations Tax .....	\$6,624,980
Income from ad sales, co-op projects, training, etc .....	\$591,040
Community & Infrastructure Grant Programs .....	(\$220,000)
Lewis & Clark Bicentennial Commission .....	(\$200,000)
Montana Trade Program .....	(\$200,000)
Legislatively mandated support for tours of the Capitol & Original Governor's Mansion Restoration .....	(\$75,000)
<b>Total Funds Available .....</b>	<b>\$6,521,020</b>

# TRAVEL MONTANA OVERVIEW

## **DIRECTOR MATTHEW T. COHN**

*Director of Tourism*

Matthew is responsible for directing all activities of Travel Montana, promoting Montana as a year-round travel destination and leading the state's tourism development, multi-dimensional marketing and film industry promotion efforts. Matthew ensures the tourism perspective is considered in matters of policy at the state level. He works on a regular basis with tourism regions and organizations, chambers, the State Legislature, U.S. Congressional representatives, local governments and the press to create a positive environment for tourism and film location growth in Montana.

## **GROUP TRAVEL/ OVERSEAS MARKETING PAM GOSINK**

*Group and Overseas Marketing Manager*

Creating a demand for what Montana has to offer is a primary goal of Pam's activities in the United Kingdom, France, the Netherlands, Belgium, Germany, Italy, Taiwan, Japan and the USA. She encourages domestic and overseas tour decision makers to include Montana in their programs and assists in the planning of group and FIT (Foreign Independent Traveler) travel in Montana. Persuading key travel trade representatives and the news media to take familiarization trips to experience Montana tourism opportunities firsthand is also an important part of her job. By attending trade shows and trade missions, Pam and Montana suppliers have the opportunity to meet potential domestic and overseas buyers and create new avenues for media contact. In her marketing efforts, Pam also develops and distributes promotional materials in foreign languages and develops innovative promotional opportunities.

## **ADMINISTRATION RACHEL ZEIGLER**

*Administrative Assistant*

Providing direct support to the travel director, Rachel assists with coordination of Travel Montana's many activities and ensures the smooth flow of information. During the director's absence, she responds to all contacts and correspondence from members of the public, tourism industry and other government agencies. Rachel serves as liaison with staff on special projects, and is responsible for personnel matters, private-sector contracts, the research library and presentation material. She handles varied special projects, compiles travel data, responds to information requests and oversees production of the *Travel Montana Marketing Plan and Executive Summary*.

## **GROUP TRAVEL/ CONVENTIONS MARLEE IVERSON**

*Group Travel Specialist*

Marketing Montana to group tour operators and convention planners has Marlee planning itineraries, providing travel counseling, attending targeted trade shows and performing other duties to encourage groups to visit Montana and stay longer. Marlee develops and distributes the state's *Group Tour Planning Guide* and *Meeting Planner's Guide*. Her work includes organizing and escorting familiarization trips for tour operators and media. Marlee is also responsible for the development and implementation of Montana's convention promotion, including a web site, direct mail campaign and the Invite-A-Convention program.

## **TOURISM DEVELOPMENT & EDUCATION VICTOR BJORNBERG**

*Tourism Development Coordinator*

Victor serves as Travel Montana's primary liaison for the coordination and facilitation of projects and programs that focus on tourism development and education. The program he manages is involved with rural tourism development; statewide tourism infrastructure improvements; assisting Montana's Indian people in their tourism development efforts; helping create cultural tourism partnerships and products statewide; coordinating tourism and recreation policies, programs and initiatives of federal and state agencies, communities and the private sector; and providing customer service and tourism education training programs. The Tourism Development Coordinator organizes the annual Governor's Conference on Tourism and Recreation, works on special planning and marketing projects such as the Lewis & Clark Bicentennial Observance and produces the monthly *Travel Montana Update*.

## **CONSUMER MARKETING SUZANNE ELFSTROM**

*Consumer Marketing Manager*

Each season presents new challenges and opportunities for Suzanne, who oversees Travel Montana's domestic and Canadian consumer advertising. She is involved in developing plans and budgets for warm season and winter marketing as well as specialty promotions such as the Invite-A-Friend program. Suzanne also works to promote Travel Montana's numerous electronic projects through traditional advertising as well as Internet advertising and promotions. In addition, she is responsible for determining the effectiveness of Travel Montana's advertising campaigns, and makes recommendations for change based on market results. Her job includes overseeing the contracted advertising agency, presenting campaigns to the Tourism Advisory Council, and organizing cooperative advertising and market promotions with other states, tourism regions/CVBs and private-sector organizations. Suzanne also coordinates the tourism regions' presence at consumer travel shows in key markets, complementing consumer advertising.

## **INFORMATION SERVICES**

### **SHAWN PETERSON**

*Electronic Marketing/  
Information Services Manager*

Developing and implementing new electronic systems for disseminating Montana travel information is the job of the Information Services group under Shawn's direction. Shawn is responsible for the long-range planning and development of Travel Montana's electronic marketing projects including the Call Center, Travel Montana's Internet site, technical support efforts, Montana Kids' World Wide Web site and the Montana Explorer Kiosk Network. In order to ensure Travel Montana remains a leader in this area, Shawn must keep abreast of the latest technologies and developments. He manages the group's budget and personnel and is responsible for seeking alternative sources of funding for the program. Shawn also coordinates electronic development efforts with other state and federal agencies.

## **INFORMATION SERVICES**

### **DIANA HOWARD**

*Web Content Specialist*

Managing the state's network of Montana Explorer interactive kiosks is one of Diana's primary responsibilities. In addition to coordinating the daily update of road, weather and ski conditions, Diana sets the direction for continued development and deployment of the kiosk network. She also serves as the Information Services group's primary point of contact with interagency partners, tourism organizations and travel-related businesses. Diana supervises student interns and helps to scan and digitize photos, audio clips and videos for use in Travel Montana's multimedia productions.

## **INFORMATION SERVICES**

### **THURSTON ELFSTROM**

*Web Designer/Call Center Manager*

As technology produces more diverse and faster mechanisms to disperse information, Thurston ensures that Travel Montana grows with those technologies. In so doing, Thurston is the primary web designer for Travel Montana's consumer websites, including <http://visitmt.com>, <http://montanakids.com> and <http://wintermt.com>. Thurston also oversees Travel Montana's inquiry fulfillment center (call center). He conducts ongoing analysis to guarantee that Travel Montana's web sites and call center are accessible and provide high levels of customer service, usability and pertinent visitor information. Thurston also coordinates with the Consumer Marketing Manager and Travel Montana's advertising agency to develop Internet advertising campaigns, and assists the Electronic Marketing/ Information Services Manager in developing new web site strategies.

## **INFORMATION SERVICES**

### **JAN WIRAK**

*Web Content Specialist*

Collecting information and developing content for Montana's tourism information systems is the primary focus of Jan's work at Travel Montana. Jan is responsible for working closely with businesses and communities throughout the state to ensure that accurate and up-to-date information is collected. She maintains Travel Montana's primary database that tracks information and photos for the 8000+ records in the system. She also digitizes photos and video for use on Montana's various interactive information systems.

## **INFORMATION SERVICES**

### **CORRIE HAHN**

*Information Systems Specialist*

As Travel Montana's database designer, Corrie is responsible for much of the "behind the scenes" work necessary for the success of the division's electronic projects. As part of these duties, he manages the ongoing design and development of Travel Montana's travel and recreation database. This database serves as the core information source for the Call Center, Internet site and Montana Explorer kiosks. Corrie also designs and maintains a variety of other database systems utilized by various Travel Montana programs. In addition to his database duties, he manages Travel Montana's Windows NT network and provides technical support (software and hardware) for Travel Montana staff and personnel at the state's certified Visitor Information Centers.

## **INDUSTRY PROGRAMS SERVICES**

### **ANNA MARIE MOE**

*Administrative Officer,  
Industry Programs*

The main thrust of Anna Marie's duties are assisting the director and overseeing the region/CVB program. She oversees the distribution of over \$2 million in accommodations tax revenues to Montana's 15 tourism regions and cities. This includes assisting the organizations in applying for project funding, performing financial audits, assuring program compliance and explaining program administration to the private sector. In addition, she serves as liaison between the certified tourism organizations and the Montana Tourism Advisory Council. Anna Marie also provides staff support for the Governor's Tourism Advisory Council and maintains accommodations tax revenue reports.

## **PUBLICITY**

### **MARY BOYLE**

*Publicity Coordinator*

Soliciting news coverage of Montana and responding to print and broadcast journalists interested in covering Montana as a tourism destination are central to the Publicity Coordinator's many responsibilities. Along with distributing a quarterly newsletter and releasing ideas for potential feature articles, Mary serves as a resource for writers, news media, TV producers and others. She works with the state's tourism regions in developing story ideas, gathering information and assisting the travel media that visit the state. Mary also coordinates writer familiarization trips and handles in-state media relations for Travel Montana.

## **OPERATIONS**

### **DAVID BROUSSARD**

*Operations Manager*

To ensure the most effective control of Travel Montana funds, David performs a wide range of budgeting, accounting and purchasing duties. David oversees the processing and documentation of all expenditures, purchase orders and income to assure accuracy and compliance with state rules and Travel Montana policies. A key part of David's job is managing Travel Montana's extensive fulfillment activities. Each year he assures that hundreds of thousands of consumer requests are processed and that literature packets are mailed in a timely manner. He oversees the seasonal distribution of publications to in-state properties through contracted services. He also supervises the mail room, as well as two administrative assistant positions, and provides support to eight state-assisted Visitor Information Centers.

## **PUBLICATIONS**

### **DONNIE SEXTON**

*Publications Manager*

Directing production of Travel Montana's numerous publications has Donnie gathering facts, selecting photos, coordinating ad sales, scheduling and much more. She is responsible for the *Montana Winter Guide*, *Indian Reservations Brochure*, *Vacation Guide*, *Highway Map*, *Travel Planner*, *Kid Friendly Brochure*, *Lewis and Clark brochure*, and *Summer/Winter Calendars*. She coordinates production of the *Movie Location Guide*, *Group Tour Guide*, *Meeting Planner's Guide* and other printed material such as business cards, letterhead and newsletters. Working with an ad agency, Donnie directs creative design, oversees layout, proofing and printing, makes photo selections, and negotiates rights with photographers. As time allows, she is in the field taking images for use in the Travel Montana stock photo library and publications.

## **OPERATIONS**

### **JOANNE GILBERT**

### **CASSEY RUDIO**

*Administrative Assistants*

As Travel Montana's initial contact for phone and walk-in visitors and business constituents, both Joanne and Cassey are responsible for creating a favorable first impression of the state. During the summer, Joanne collects and compiles visitor counts from the state's main attractions. In winter and spring, she collects daily ski conditions, producing a "Montana ski report" for dissemination in-state and across the nation. Joanne maintains mailing list changes, coordinates scheduling of exhibit booths, and provides direct administrative assistance to various program managers. Joanne assists the Tourism Development Coordinator with the TIIP and CTAP programs and the Farm & Ranch Recreation Workshops by sending out correspondence, materials and tallying surveys. Cassey's main responsibilities include processing and distributing all incoming mail and input of Montana's Invite-A-Friend information, along with many special projects and administrative duties.

## **PUBLICATIONS/ PUBLICITY**

### **SUSAN ALBRECHT**

*Publications/Publicity Assistant*

Susan assists the Publicity Coordinator by researching articles, providing story ideas and maintaining a media database. She also serves as photo and video librarian—lending slides, videos and photos to tourism groups, publications and others with an interest in what Montana has to offer. Her research work is a valuable part of Travel Montana's efforts to provide national and international journalists and program producers with the information they need regarding Montana's travel opportunities. Susan also provides assistance to the Publications Manager by working with advertisers in Travel Montana publications, compiling and researching information, and coordinating event information for Travel Montana literature.

## **OPERATIONS**

### **JOE SILVERTHORNE**

*Fulfillment Coordinator*

Joe oversees Travel Montana's fulfillment activities, ensuring that over 500,000 *Travel Planners* and *Vacation Guides*, and more than a million copies of the state *Highway Map* reach consumers in an accurate and timely manner. He is also responsible for seeing that chambers of commerce and in-state businesses receive Montana travel publications. Joe supervises packing of all types of mailings and coordinates labeling and mailing, including the Invite-A-Friend letters. He also receives and processes all incoming and outgoing division mail and with the use of computer-assisted inventory systems maintains the travel literature inventory, verifying quantity and condition as shipments arrive from the printer. Joe runs labels and maintains the computer system for running labels as well as bulk shipments using data collected by the Call Center in Missoula. He also sends out lead shares to various parties throughout the state, maintains a record-keeping system for historical files and operates the UPS computerized on-line printer/tracking system.

## FILM OFFICE

### LONIE STIMAC

*Film Office Manager*

Promoting Montana as an ideal place to make a movie or shoot a commercial is the job of the Film Office under Lonie's direction. She manages the Film Office budget and personnel matters, and is responsible for location scouting with film companies making it as convenient as possible for them to shoot in the state. She ensures that the Film Office staff is available to assist or make local contacts once filming begins, and also works with Montana businesses and individuals to foster a productive working relationship with film crews. Lonie acts as Travel Montana's liaison with other state and federal agencies regarding the needs of production companies. As a marketer, she attends trade shows and film festivals, and oversees advertising targeted to the film industry.

## FILM OFFICE

### MARIBETH GOODRICH

*Administrative Assistant*

Providing direct support to the Film Office Manager plus working to enhance the resources available to production companies filming in the state, Maribeth performs a broad range of administrative assistance and related duties. She assists with coordination of the Film Office's many activities and projects to ensure the smooth flow of information. During the manager's absence, Maribeth responds to contacts and correspondence from the production industry, members of the public, tourism industry and other government agencies. Additionally, Maribeth acts as a liaison between Montana film crew members and the Film Office regarding movie projects in the state. She maintains crew and support service member files and organizes press clippings, statistics and other information for the Film Office files. Maribeth also compiles all of the information for the *Montana Film Production Guide*.

## FILM OFFICE

### BILL KUNEY

### STEN IVERSEN

*Film Location Coordinators*

Responding to the needs of film production companies interested in Montana, Bill and Sten scout the state, shoot hundreds of location photos and compile location information. They work to offer several options to fit the storyboards or scripts of people seeking locations for feature films, documentaries, commercials and print ads. Bill and Sten assemble customized photo presentations using the Film Office's extensive file of location photos—a file continually restocked with new photos. Their work includes traveling with film location managers or directors scouting the state, contacting local people for assistance and facilitating during filming.

## CULTURAL TOURISM

*Cultural Tourism Specialist*

The Cultural Tourism Specialist establishes and maintains a dynamic cultural program that assists in the tourism development of the seven Indian reservations in Montana. The specialist works to enhance the lines of communication and understanding between Travel Montana and the arts, historical preservation and humanities interest groups. This position works closely with individuals and tribal governments, facilitating appropriate tourism planning, development and promotion of reservation-based plans. With the Cultural Tourism Specialist's assistance, the tribes are encouraged to design processes that serve to enhance inventory resources, create training programs and implement management plans which encourage employment opportunities for members while serving the traveling public.

## FILM OFFICE

### MICHELLE MUCH

*Location Assistant*

Michelle organizes the library of thousands of photographs and videotapes and reams of other information. She also assists in responding to requests from out-of-state companies interested in filming in Montana and prepares photo presentations to market Montana to meet their needs. She helps provide information to production companies on state laws and regulations relating to the motion picture industry in Montana. Michelle is also responsible for coordinating the Film Office Internet site.

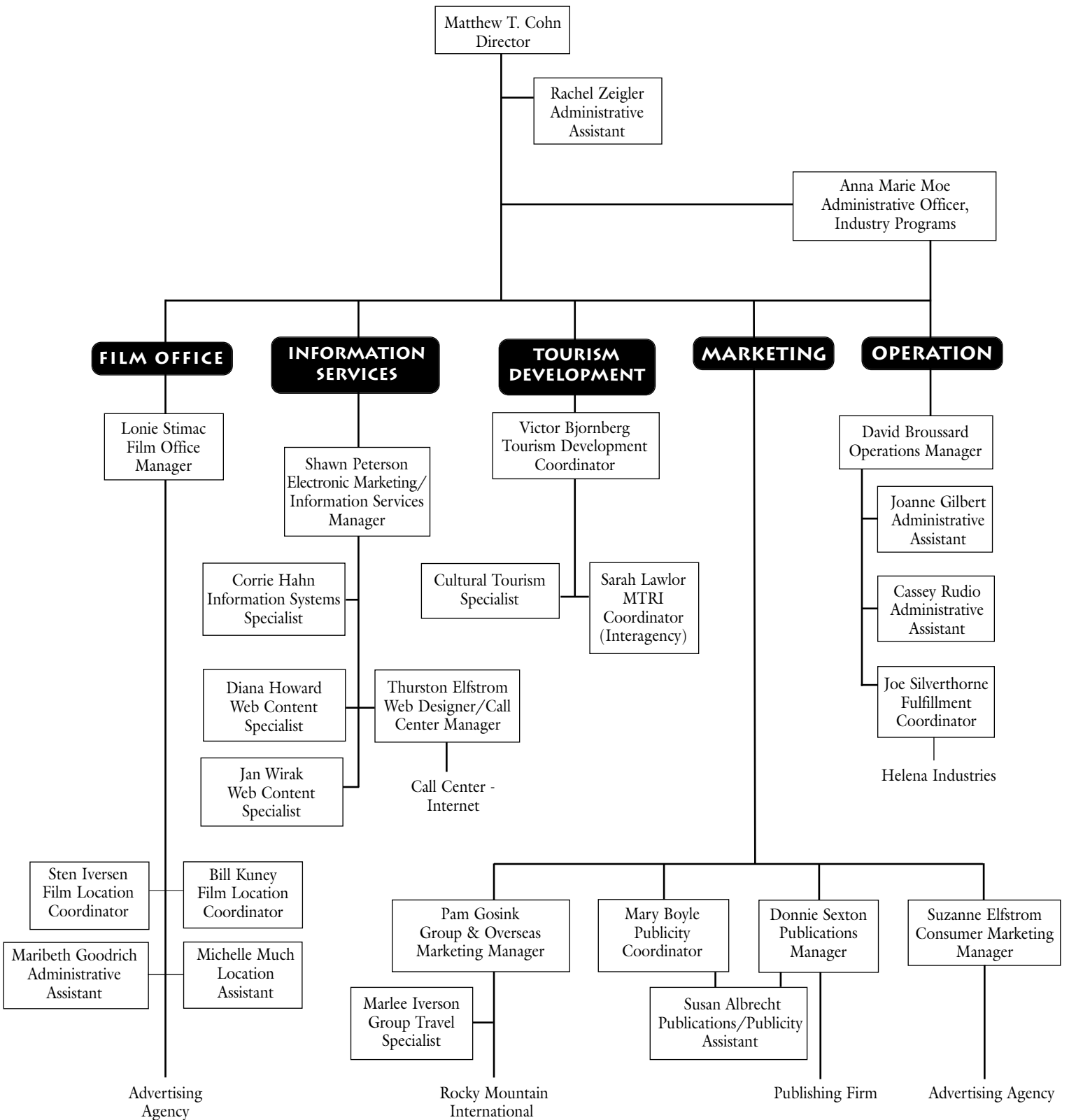
## INTERAGENCY COORDINATION

### SARAH LAWLOR

*MTRI Coordinator*

This position coordinates cooperative partnership projects and activities of the Montana Tourism & Recreation Initiative (MTRI), an interagency coalition comprised of 18 state and federal agencies. Sarah facilitates and works to create effective interagency "partnership teams" to develop and/or manage the state's tourism and recreation resources in an effective manner. Current MTRI projects include: coordinated planning and development efforts for the upcoming Lewis & Clark Bicentennial Observance; coordinating agency information and education programs regarding electronic and Internet services; and responding to opportunities for cooperative research projects.

# TRAVEL MONTANA ORGANIZATIONAL CHART



# CONSUMER MARKETING

Travel Montana's consumer marketing program is designed to position Montana's vacation opportunities in the minds of consumers, motivating them to consider Montana as a prime tourist destination. Paid advertising, including joint ventures with private-sector tourism industry partners and with other appropriate state and provincial travel offices is the major marketing tool used to reach this goal.

All advertising is targeted toward consumers shown by market research and experience to be most likely to visit Montana: people who either live within a certain geographic area and fit a certain demographic profile, or have special interests that draw them to Montana, or both. Consumers who have responded to past advertising campaigns are also identified and targeted. Database marketing methods are used to capitalize on previous consumer inquiries through direct marketing campaigns.

The 1-800-VISIT-MT telephone number and the Internet address, <http://visitmt.com> are being used in all advertising campaigns to reinforce consumer awareness of Montana and to facilitate requests for further information.

## WARM SEASON MARKETING (SPRING/SUMMER/FALL) 1999/2000

Travel Montana is now in its fourth year of promoting the marketing concept "warm season," a combining of spring, summer and fall into one campaign. This concept enables Travel Montana to stretch its creative advertising dollar into a number of emerging markets. With the increased awareness of Montana as a vacation destination, extending our reach to a broader market of potential visitors and providing specific messages aimed at their varied interests have become important objectives. Our primary markets will continue to be California, Washington, Idaho, Oregon, Utah, Colorado, Illinois, Wisconsin, Minnesota, North Dakota and South Dakota. Secondary markets include Texas, Arizona, the Midwest and East Coast states.

### Print Advertising

The fragmentation of our once "mass audience" into narrowing segments based on consumer demographics and lifestyles necessitates a fresh look at how best and most cost efficiently to reach Montana's target audiences.

Therefore, magazines are now being utilized as the lead medium in our advertising efforts.

Magazine advertising will maintain a significant national presence with our traditional audience, while targeting more specific audience segments. These other segments include active mature, family, photography, western history and culture, outdoor enthusiasts (including golf) and RV/camping. Segmenting is addressed through variations in the creative message and by using vertically targeted magazines.

Placement targets the western and west northcentral U.S., except where national placement is more efficient. Continuing the "Put Yourself in Montana" theme, Travel Montana is currently refreshing a number of the images in each of these segments that will include a variety of full-page, four-color ads; 1/3-page, four-color ads; and 1/6-page, black-and-white ads with targeted messages.

With the increasing interest in the Lewis & Clark Bicentennial, Travel Montana will continue to promote this historic occasion in our "Western History and Culture" segment. The 2000 Warm Season campaign marks the third year of promoting

A combining of spring, summer and fall into one campaign—warm season—allows Travel Montana to stretch our marketing dollars within our core markets as well as create a presence in emerging markets.

Winter magazine, television and Internet advertising allows Travel Montana to promote the state as a winter destination not only within our core markets but also to emerging markets nationwide.

the Lewis & Clark Historic Trail as well as the launch of a cooperative print campaign with the state of North Dakota.

### Television Advertising

Direct Response “Per-Inquiry” television will support magazine advertising by broadening the overall campaign reach. This specialized use of television provides significant national exposure — including our core markets. It allows us to specify in advance the number of inquiries desired and lets us target our audiences through selection of specific national cable networks. A combination of cable networks will be used to reach the greatest possible percentage of well-educated, upper-income viewers with a strong propensity to travel.

Some of these networks include Animal Planet, Country Music Television, The Discovery Channel, The History Channel, The Learning Channel, Lifetime, The Travel Channel and The Weather Channel. Travel Montana is currently creating new television spots for the 2000 campaign.

### Internet Advertising

Travel Montana will continue using an electronic advertising component to enhance the Warm Season print and television campaign.

One portion of the electronic advertising consists of paid banner ads placed on a variety of web sites. In 1999 these web sites matched the markets defined for Warm Season. They included the traditional market (travel-oriented sites, lifestyle sites, search engines), active mature, western history and culture, outdoor enthusiasts and golf, RV/camping and emerging markets. A total of seven banner ads were created and used on approximately 21 web sites and/or a network of sites. Evaluating the websites utilized in 1999 (comparing click-through rates, cost per thousand and cost per inquiry) as well as new web sites that most closely fit our target audience profiles, Travel Montana will determine a web media plan for 2000 and create a new series of ads.

Another part of the Warm Season electronic advertising campaign in 1999 consisted of the numerous value-added options received with our magazine buy. We received free banner ad placement on *American Heritage*, *Escape*, *Food & Wine*, *Home & Away*, *Hooked on the Outdoors*, *Sierra* and *Smithsonian* websites. We also received free hypertext links on *Frommer's Budget Travel* magazine web site. In addition, we received mini-sites on *Travel Holiday* and *Hooked on the Outdoors* web sites which featured extensive editorial about Montana. During the 2000 Warm Season magazine buy, Travel Montana will again negotiate for these value-added web options.

### Database Marketing

In 1999 a database marketing project was undertaken to continue building the relationships that Montana is establishing with its customer base. A “Warm Season Direct Mail Postcard” was sent to a list of names generated from the Travel Montana database. These names were of people who had requested travel information in the past as a result of seeing one of our traditional magazine ads. The list was further defined by evaluating our core and emerging markets. Individuals from states with a significant interest in Montana were included on the mailing list. The goal was to reinforce the image of Montana, remind these individuals about Montana’s many activities and sites, and motivate these inquirers to plan a trip to Montana in the near future.

The oversized, four-color card was created using big, simple, easy-to-read print, bright colors and gorgeous photos so that it would grab the receiver’s attention. The copy was a teaser designed to get the reader to visit our web site or call for more details. A total of 50,000 postcards were mailed to individuals in Arizona, California, Colorado, Florida, Idaho, Illinois, Michigan, Minnesota, New Jersey, New Mexico, New York, North Dakota, Ohio, Oregon, South Dakota, Texas, Utah, Washington, Wisconsin and Wyoming.

Travel Montana will continue this program in 2000. The program will consist of a series of postcards in different market segments targeting individuals in the current Travel Montana database and developing a one-to-one marketing relationship with these individuals. Travel Montana will also be exploring a similar relationship with individuals in our e-mail database.

### Core Market Support

In addition to the four advertising components mentioned previously, supplemental advertising is being utilized in two of Travel Montana’s core markets.

#### *Minneapolis, Minnesota and Seattle, Washington*

In 1998 Travel Montana began a specific campaign in Minneapolis and Seattle in order to strengthen our presence in these two important “feeder” markets during the primary vacation-planning window. Travel Montana placed billboard advertising schedules to supplement the magazine, direct response cable, database marketing and Internet advertising in 98/99.

Evaluation of the campaign occurred in 1999 and it was decided to continue this effort into 2000 with a modification to the program. For 2000, Travel Montana’s efforts in these two markets will focus on radio and newspaper

advertising to supplement our national efforts.

### **Montana Kids! Promotion**

In 1999, Travel Montana developed a program to promote our <http://montanakids.com> website. Research has shown that children are a key contributor in the vacation-planning process for families and therefore, a valid target audience for such a promotion. The “Montana Kids’ Treasure Hunt” contest was designed offering a grand prize expense paid trip to Montana for four people with secondary prizes of T-shirts and Montana guidebooks. The grand prize trip was coordinated with over 24 tourism industry partners.

The promotion was designed to position Montana as a family vacation destination in the minds of children and to build a core of young, repeat visitors to the site. To do this, the contest consisted of six multiple-choice questions about Montana requiring children to search <http://montanakids.com> for the answers. The promotion offered parents and teachers the opportunity to work with children on a project that was both educational and fun. The “Treasure Hunt” allowed children to learn more about Montana while learning how to navigate through the Montana Kids! website.

The strictly Internet-based promotion was advertised through banner ads, sponsorship buttons and hyperlink text on three web sites: AOL Kids Only, <http://discoveryschool.com> and <http://www.searchopolis.com>.

With the success of this program in 1999, a similar promotion will be designed for 2000.

### **Invite-A-Friend to Montana**

The purpose of this program is to encourage Montanans to invite their friends and relatives to vacation in Montana, while reminding residents of the many vacation opportunities available in the state. The campaign is promoted in-state on a public service basis through the use of television, radio, newspapers, corporate mailings and strategically placed racks and reply coupons. Both invitees and inviters receive a letter from the governor and a Montana Vacation Planning Kit.

## **WINTER MARKETING 1999/2000**

The primary goal of Travel Montana’s winter advertising program is to position Montana on its recognized strengths: great snow, uncrowded conditions, breathtaking scenery, affordable prices and an unforgettable vacation experience.

Primary target audiences are nonresident male and female alpine skiers, Nordic skiers and snowmobilers, age

35-55, in middle-to upper-income households. Adults, age 25-45, are our secondary target.

### **Downhill Ski Co-op**

This multifaceted marketing program is a joint venture between Travel Montana and Montana ski areas.

Elements of the campaign include magazine advertising, regional spot and cable television placement, Internet advertising, the in-state winter program and ski reports.

### **Television Advertising**

New creative was designed in 98/99 and will be used again for the 99/00 season. The television spot continues to reinforce the theme “Simply Better Skiing.” Again this year Travel Montana invited individual ski areas to participate in the downhill ski television campaign. This provides each area the opportunity to customize Travel Montana’s generic commercial with a tag promoting its own ski vacation packages. Each area is asked to select television markets that meet its individual priorities and, from that input, an affordable media schedule is prepared. Ads run in two flights (October-November and December-January) in markets such as Washington, North Dakota, South Dakota, Minnesota and Regina/Moosejaw, Canada.

### **Print Advertising**

Travel Montana will continue to use creative designed in 98/99 for the 99/00 season. This creative capitalizes on the many advantages to skiing in Montana in a fun, retail-oriented manner. The design features a cereal box touting all of the great benefits to be found inside including ski packages at “unheard-of savings.” The ad drives people to Travel Montana’s winter ski web site, <http://skimt.com> and to the 1-800-VISIT-MT phone number to receive information about ski packages provided by the ski areas throughout the state.

A combination of a 2/3-page, four-color ad and a 1/6-page, black and white ad will be used in the campaign. This campaign is targeted to reach skiers in both nearby markets that have historically brought the largest percentage of business to Montana, and the larger, broader national market.

To optimize the marketing effort, advertising dollars target national ski publications such as *Ski*, *Skiing*, *SnoWorld*, and the national *Ski Club Newsletter* as well as national publications featuring a special ski issue or section such as *Outside*, *Travel Holiday*, *Sports Afield* and *National Geographic Adventure*. In addition to the national efforts, Travel Montana will focus on certain regional areas through

special ski sections in *Michigan Living*, *Going Places-Georgia*, *Chicago Motor Club* and the *Minneapolis Star Tribune*. Also an eight-page “advertorial” section created cooperatively with the Montana ski areas will appear in the November Western Edition of both *Ski* and *Skiing* magazines.

Those consumers requesting information from Travel Montana also have the option of indicating their interest in receiving further information from ski areas and lodging facilities. Travel Montana allows our ski industry partners controlled access to these inquirer lists.

### **Internet Advertising**

In the 98/99 season, Travel Montana placed banner advertisements on a number of ski-related web sites including <http://goski.com>, <http://skinet.com> (official web site for *Ski* and *Skiing*) and <http://aminews.com>. In addition, advertising was also placed on sites with downhill ski content including <http://excite.com>, <http://rsn.com>, <http://travelsource.com> and <http://weather.com>. Travel Montana has evaluated the 98/99 campaign’s success by comparing click-through rates, cost per thousand and cost per inquiry and will be reviewing new web site options. From this a 99/00 plan will be created. This plan will include designing at least two new banner ads.

### **Regional Promotions**

Travel Montana will undertake a new regional ski promotion in 99/00. The program is designed to entice Salt Lake City residents to Montana. This will be done through a series of radio sponsorships on NPR which will begin running in October 1999 and will run for 13 weeks. Also, an ad will run in mid-October 1999 in the *Salt Lake Tribune/Deseret News*.

### **Cross-Country Ski Advertising**

This campaign is designed to further enhance the image of Montana as a prime cross-country ski vacation destination. The campaign targets those enthusiasts (male and female, age 25-55, in middle-to upper-income households) who travel in pursuit of the sport. The campaign has been redesigned for 99/00 to focus on Internet advertising. This will include the use of two web sites utilized in 98/99 (<http://xcskiworld.com> and <http://xcski.org>) as well as a review of new web sites to add to the media plan. Travel Montana will also create a new banner ad for this campaign.

### **Snowmobile Advertising**

In the 98/99 season, Travel Montana entered into a marketing partnership with the states of Idaho and Wyoming to form a tri-state snowmobile campaign. The 98/99 multimedia campaign consisted of a print advertisement, a direct mail postcard and Internet banner advertising. The objective of the campaign was to primarily drive consumers to a web site with additional information on all three states (<http://sledtherockies.org>) and secondarily direct inquirers without Internet access to each state’s respective call centers.

The magazine creative was a 1/12-page, black and white directory ad featuring the web site address and placed in a number of snowmobile publications (*American Snowmobiler*, *SnowGoer*, *SnoWest* and *Snowmobile*) as well as publications with a percentage of snowmobile readership (*Home & Away*, *Hunting*, *Men’s Journal*, *Mountain Sports & Living*, *National Geographic Traveler*, *Outdoor Life*, *Outside*, *Ski* and *Travel America*).

Banner advertising was placed on a number of sites including search engine sites (<http://yahoo.com>, <http://altavista.com>), outdoor enthusiasts’ web sites (<http://offroad.com>, <http://gorp.com>, <http://dynojet.com>, <http://mountainsports&living.com>) and snowmobile sites (<http://amsnow.com>, <http://trailconditions.com>, <http://snowwest.com>, <http://snowconnection.com>).

In addition to the magazine and Internet advertising, a four-color, 6 x 9 direct mail postcard was also sent to snowmobile enthusiasts throughout Minnesota and Utah with registered snowmobile license plates.

For the 99/00 season, the three states are continuing the cooperative project. The program will be evaluated and necessary changes implemented for the upcoming campaign.

### **In-State Winter Campaign**

For the 99/00 season, Travel Montana will be purchasing television advertising promoting the many benefits of enjoying Montana winters. The television spot will direct Montanans to visit the Travel Montana winter web site (<http://skimt.com>) or contact the call center for ski area discounts. Each ski area may participate with password secured access to place up to two coupons on the Travel Montana “Super Savings” section of the winter web site.

## **Winter Guide Promotion**

In its third year, this promotion targets individuals in both surrounding states and emerging markets who requested a Montana Winter Guide in 98/99. Travel Montana plans to mail 17,000 pieces in the 99/00 season. The mailing consists of an over-sized full-color postcard with a perforated, tear-off reply card enabling recipients to receive a 99/00 Montana Winter Guide. The creative, entitled "Tales of the Great White," features a downhill skier dodging sharks that are swimming up a mountain. The piece has the look of a full-color action movie poster to grab the audience's attention.

## **YEAR-ROUND MARKETING**

### **Evaluation Mechanisms**

Travel Montana contracted one research study in 98/99. A conversion study of our Warm Season magazine campaign was conducted to determine if individuals who had inquired about Montana had actually traveled to the state. This study as well as two additional conversion studies completed in 97/98 may be viewed at <http://travelmontana.state.mt.us>. These studies allow us to evaluate the effectiveness of Travel Montana's advertising and promotion of the six tourism regions. For 99/00 Travel Montana is pursuing an image study to determine how Montana is viewed as a tourism destination.

The ITRR (Institute for Tourism & Recreation Research) also conducts many forms of research pertaining to both residents and nonresidents. Currently the ITRR is conducting a "Resident Attitude and Quality of Life" study that will better allow Travel Montana to determine how Montana residents feel about increased tourism development and how those residents feel their quality of life has been affected by tourism in general.

## **CONSUMER EXHIBITING**

Travel Montana no longer funds consumer shows. However, we continue to act as a clearinghouse for consumer show information. The Consumer Marketing Manager prepares updated show information to interested regions/CVBs. In 99/00 Montana was represented at consumer travel shows in Arizona, Washington, California, Minnesota, North Dakota and South Dakota.

# ELECTRONIC MARKETING AND INFORMATION SERVICES

A sophisticated call center and one of the most comprehensive sites on the Internet are just two reasons Travel Montana has become a recognized leader in the area of on-line marketing.

In order to maintain a competitive advantage in this area, Travel Montana utilizes cutting edge technologies to create state-of-the-art information systems. These systems are designed to complement Travel Montana's existing marketing efforts. They have proven to be a cost-effective way to disseminate timely information to Montana residents and visitors and will continue to play a crucial role in Travel Montana's marketing efforts.

## WORLD WIDE WEB SITE

During the past few years, Travel Montana has developed state-of-the-art World Wide Web (WWW) sites on the Internet. These systems allow people throughout the world to view pictures, read text and watch video segments about Montana from the comfort of their own homes and offices. The Internet projects are designed to complement Montana's traditional tourism marketing efforts and promises to change the way Travel Montana responds to inquiries and requests for information.

During the first half of 1999, more than 2,800 people visited the main Travel Montana web site each day.

## MONTANA EXPLORER KIOSK NETWORK

In order to improve the level of tourism and recreation information available to visitors and Montana residents, the Montana Tourism and Recreation Initiative (MTRI) developed an interactive information system. Travel Montana continues to coordinate this effort with the belief that providing guests with more information about Montana's tourism and recreation opportunities will encourage them to stay longer and, thus, provide a greater economic impact to Montana.

The Montana Explorer Kiosks are modern interactive travel information systems accessible to visitors traveling in and through Montana. The system features multimedia computers with touch screens, and incorporates text, pictures, video and sound. Participating MTRI state and federal agencies include travel and recreation information in the system that is of interest to the traveler in Montana. These interactive computers are located in high traffic areas throughout the state. Chambers of commerce and other Montana tourism-related businesses will also have the opportunity to purchase the information systems.

## CALL CENTER

Once awareness of Montana as a vacation destination has been created or the consumer has made the decision to travel in Montana, it is important to provide accurate and timely vacation planning information.

Travel Montana contracts with a private-sector call center in Missoula to answer approximately 300,000 phone, e-mail and mail requests for travel information. Travel counselors have access to an extensive database of travel opportunities in Montana, including all types of lodging, campgrounds, guide recreational services, events, recreation opportunities and traveler services.

Travel counselors receive extensive training in

### Internet:

<http://visitmt.com>  
<http://wintermt.com>  
<http://montanakids.com>  
<http://Lewisandclark.state.mt.us>

E-mail: [webmaster@visitmt.com](mailto:webmaster@visitmt.com)

The major goals of the Information Services group include:

- Work cooperatively with local communities to gather information
- Utilize emerging technologies to develop innovative systems for disseminating Montana travel information
- Provide a high level of customer service in fulfilling visitor information requests

customer service skills, persuasive travel counseling skills and knowledge and familiarity of Montana in order to effectively meet the needs and expectations of inquirers. Travel counseling skills also increase the conversion of potential visitors to scheduled visitors and extends the stay of scheduled visitors.

Through the database and software, counselors can provide specialized information by e-mail, fax and regular mail. General information is distributed in the form of consumer publications by regular mail. The software is also designed to eliminate duplicate entries and collect statistical data on the interests of the caller.

Travel Montana sets the program guidelines and procedures, provides training and monitors all aspects of the operation.

### **TECHNICAL SUPPORT**

In recent years Travel Montana programs have become increasingly reliant on computer technologies. In order to ensure that Travel Montana staff are able to take advantage of these new tools, it is imperative for the Information Services group to assist with development and implementation of these technologies. The Information Services group provides technical support for Travel Montana staff and the certified Visitor Information Centers.

### **FULFILLMENT**

Requests for travel information are currently being fulfilled by three methods: fax, e-mail and postal service. Callers select the best method for their needs. In addition, although some callers request only verbal information, they do provide their name for statistical purposes.

Once mail requests are entered by operators, labels or Invite-A-Friend letters are produced and mailed within two working days. Standard packets are sorted for bulk mailing, packaged and mailed by students of a training program for the developmentally disabled. Requests that require extra material or special handling are prepared at Travel Montana's office.

In addition to nonresident inquiry fulfillment, Travel Montana distributes major travel publications to in-state sites frequented by travelers. A spring distribution is completed under a contract awarded through a bid process and is designed to reduce the costs of bulk requests throughout the year. Weekly bulk requests are also

processed and shipped by truck or UPS.

Computer and labeling equipment will be evaluated to ensure greatest accuracy, speed and cost savings in processing both bulk and individual requests.

### **VISITOR INFORMATION CENTERS**

In cooperation with communities, Travel Montana provides Visitor Information Centers located at eight operational sites: Broadus, Culbertson, Dillon, Hardin, St. Regis, West Yellowstone, Wibaux and Shelby. Sites were identified in a study presented to the 1991 Legislature.

Travel Montana has an agreement with a nonprofit organization in each community to provide an outdoor kiosk, computer and database, office furniture, TV/VCR, brochures, training and \$13,000 annually to assist with staffing. Communities provide the building—its maintenance, additional staffing and volunteers, if needed. In the spring, Travel Montana offers training which is open to anyone providing visitor information.

The *Quick Reference Guide*, which contains travel information, travel counseling skills and answers for the most commonly asked questions, is provided to the centers and other Montana tourism-related businesses. This 36-page booklet is available to any Montana business by request.

# CONSUMER PUBLICATIONS

Publications play an important part in the vacation planning process of travelers, as potential visitors often choose between Montana and another vacation destination. Travel Montana guides are consumer driven to provide accurate, reader-friendly information that's easy-to-use. With this in mind, the guides are designed to reflect the spirit of Travel Montana's advertising campaigns. During 1998, Travel Montana created a new look for most of the existing travel publications. This new look will continue into the year 2000.

## 1999-2000

### MONTANA WINTER GUIDE

This 56-page, four-color comprehensive guide is filled with specific information on downhill and Nordic resorts, details on Montana's groomed snowmobile trail systems, groomed cross-country ski trails, winter safety tips and a directory featuring over 90 businesses offering services, such as lodging, snowmobile rentals, etc. To address the needs of two different marketing segments, the guide features some covers with a skier image and some with a snowmobiler image. Major airlines with service to Montana, as well as the Bureau of Land Management, US Forest Service and Department of Fish, Wildlife & Parks, are partners in this effort. (Print 90,000; available August 1999)

## 2000-2001

### MONTANA HIGHWAY MAP

The current version of the four-color highway map (a cooperative effort between Travel Montana and the Department of Transportation, MDT) will see major revisions early in 2000. For the first time ever, MDT is digitizing the map, making future revisions much easier to handle. General travel information, currently featured on the back side of the map, will be scaled down and city/town maps will comprise a large portion of the back side of the map. Also included will be an easy-to-use mileage map, replacing the existing mileage chart. (Availability: ongoing)

## 2000-2001

### MONTANA TRAVEL PLANNER

This 148+ page guide is divided into six sections, each featuring one of Montana's tourism countries. Within each country there is comprehensive information on the following: motels/hotels, bed and breakfasts, guest ranches, resorts, hostels, hot springs, and public and private campgrounds. Also included within each country are details on recreational opportunities, such as golf courses, ski areas, state parks and national forests. The travel planner also features a section on general information resources such as car rentals, weather and road reports, local chamber contacts and airline information. (Print 475,000; available January 2000)

## 2000-2001

### MONTANA VACATION GUIDE

A photo essay highlighting Montana's wildlife, history, culture, recreational opportunities and scenic wonders fills the first 20 pages and serves as an enticement piece for attracting visitors. The guide then focuses on the six regions and lists specific attractions, historical sites, state parks, activities, major events, etc. The guide also features a detailed highway map, basic facts/figures concerning Montana, general transportation information, responsible travel tips and a directory of useful numbers for the traveler. Included in the guide are maps and travel details on both the

The goals of Travel Montana's publications are to provide:

- Flavorful and factual coverage of Montana's year-round recreation and attractions to visitors of all ages
- Montana businesses with affordable opportunities to advertise through our consumer guides

Lewis & Clark and Nez Perce trails. (Print 500,000; available January 2000.)

### **MONTANA CALENDAR OF EVENTS**

A two-fold, one-color brochure which details Montana's main tourism-oriented events and celebrations.

#### **1999/2000 Winter Calendar**

(October-April)

(Print 80,000; available August 1999)

#### **2000 Summer Calendar**

(April-October)

(Print 375,000; available January 2000)

### **MONTANA INDIAN RESERVATIONS BROCHURE**

This three-fold, 12" x 18", four-color brochure serves as a visitors' guide to the seven Indian reservations and 11 tribes in Montana. The brochure includes a brief description of each reservation, along with a calendar of events.

(Currently available)

### **KID FRIENDLY MONTANA**

This four-color brochure has been targeted both as an educational tool for children and as an enticement piece to encourage families to visit Montana. It was designed around kids in the 4th through 7th grades. This self-mailer is a folded 8-1/2" x 11" brochure that when opened, becomes a poster featuring colorful graphics mixed with photos and snippets of facts on the state. (Currently available)

### **LEWIS AND CLARK--THE MONTANA JOURNEY**

The existing brochure, developed to address growing interest in the Lewis and Clark journey as the bicentennial approaches, has been expanded and redesigned. With many colorful graphics and photos, the brochure will now feature a center fold-out map, details of readily accessible Lewis and Clark sites and attractions across the state, the Native American perspective concerning Lewis and Clark, and a listing of additional information resources. (Print 150,000; available fall, 1999)

# U.S. & CANADIAN PUBLICITY

Publicity is one of the most believable and effective types of exposure a travel destination can get. Travel Montana utilizes an aggressive plan to generate editorial exposure in national magazines, television shows, and regional and local publications. Key travel and news media, both broadcast and print, will be targeted for editorial coverage of Montana in 1999/2000.

## PUBLICITY CAMPAIGNS

Publicity campaigns are coordinated efforts to promote a Montana event, attraction or season to the national and international media. Following the policy set forth in the Montana Tourism Industry's and Travel Montana's Five-Year Strategic Plan, the publicity office will focus its efforts on highlighting Montana's many and varied travel opportunities. This will be done in coordination with the state's tourism regions and Convention and Visitors Bureaus (CVBs). In addition, publicity efforts will be coordinated with the Consumer Advertising program to tie Travel Montana's publicity efforts into the market focus of its advertising campaigns.

## WRITER FAMILIARIZATION TRIPS

Writer familiarization ("fam") trips are hosted trips to the state of Montana for qualified writers or broadcast media who are on assignment to gather story information. Travel Montana encourages the regional tourism organizations to participate in writer "fam" projects. Travel Montana selects appropriate publications and broadcast outlets, makes the contacts and provides assistance in developing itineraries. The "fam" is then hosted by the regional organization.

## PUBLICITY ASSISTANCE

Once interest is generated among writers and editors, Travel Montana works with the state's travel and tourism industry to offer assistance with air fares, lodging, guides, meals and the

transportation needed for the media to complete their Montana travel story development and production. Travel Montana also serves as an information resource for travel writers and others reporting on Montana. It offers the media access to color slides, produced videos and stock video footage. These types of publicity assistance were provided to over 150 publications and broadcast outlets in 1998, resulting in over \$11 million worth of publicity for Montana.

## VIDEO PRODUCTION & DISTRIBUTION

Travel Montana offers consumers and the media four video productions and a video footage library highlighting Montana's statewide travel opportunities. The productions include a half-hour program called "Montana: America's Natural Park," two 15-minute versions of this program—one focusing on the summer season and the other on the winter—and a 9-1/2 minute video entitled "Nature's Song." Each video is provided at cost to consumers upon request or free to media interested in airing the programs in full or using portions to produce programs on travel in Montana. The publicity office will work with its media partners to expand the images in the video footage library and make it more useful to Montana's travel promoters. The publicity program has begun a Video News Release (VNR) program that provides Montana travel stories to TV news departments in neighboring states. In 1999 the states of Washington, California, Missouri, North

The goals of Travel Montana for this expanded marketing program include:

- Working with Montana's tourism regions, CVBs, tourism partners and the national media to keep Montana's variety of travel opportunities visible to the public through editorial coverage in the print and broadcast media
- Updating Travel Montana's media services' video and slide libraries and creating an ongoing video release program to highlight Montana's annual events and visitors' attractions

Dakota, Idaho, South Dakota, Utah and Canada aired the VNRs. In 1999 Travel Montana will provide the state's eight Visitor Information Centers with video copies of the VNRs that have been produced. The VICs can use the videos to promote the events and attractions of Montana that are featured. This program will continue and expand into partnerships with interested regions and CVBs.

### **COOPERATIVE MEDIA PROMOTIONS**

The publicity program is constantly searching for and pursuing media opportunities to be conducted through cooperative efforts between Travel Montana, the state's tourism regions, CVBs, communities and travel-related services.

In January of 1999, Travel Montana worked with the Flathead Convention and Visitors Bureau, Whitefish, Glacier Country and a variety of other tourism partners in hosting the Winter Meeting of the West Coast Chapter of the Society of American Travel Writers. The meeting helped 40 active travel writers and photographers learn about the visitor opportunities in the Flathead Valley, Glacier National Park, Glacier Country and along Montana's Lewis & Clark Trail. Many of the writers that participated will be producing stories about the area. In March, 1999, Travel Montana, Yellowstone Country and the West Yellowstone Convention and Visitors Bureau, assisted the PBS program *Trailside Make Your Own Adventure* with the production of a 30 minute segment on cross-country skiing in the West Yellowstone area. The program will air in 2000.

In addition to its support and coordination of the group media tours to the regions, the publicity program will pursue cooperative projects involving the electronic media and print publicity for a variety of Montana travel opportunities across the state.

### **QUARTERLY NEWSLETTER**

*Untold Story Leads from Montana* is mailed quarterly to approximately 650 editors, travel writers and broadcast producers in the U.S. and Canada. The newsletter offers brief, factual story ideas and provides a quarterly reminder to the media that Montana has a wide range of subjects to cover. The layout of *Untold Story Leads* will be revised in fall 1999.

### **CALENDAR OF EVENTS**

Media calendars of events listing dates, contact people and a short description of each event are distributed to writ-

ers, editors and producers in seasonal press kits and on an as-needed basis. These calendars differ from the ones produced for distribution to consumers because of the special needs of the media, such as longer lead time and greater descriptive detail.

### **KEEPING IN TOUCH**

Regular mailings provide continued contact with important media, allowing them to update their background information files, spark new story ideas and keep Travel Montana's media lists current. These mailings will include two press kits consisting of the *Montana Vacation Guide*, *Travel Planner* and *Winter Guide* along with the six-month *Calendar of Events* and the seasonal *Untold Story Leads from Montana*. Two other mailings will include the seasonal *Untold Story Leads from Montana* and appropriate communications or press trip invitations. Additional information will be provided as needed. The publicity office will revise and update its press kit to be available in the fall of 1999.

### **EVALUATION MECHANISMS**

Each year, research is done to estimate the dollar value of publicity generated as a result of these programs. Each publicity item is "valued" as the cost for a similar amount of advertising space in the same medium. In calculating comparable publicity amounts, Travel Montana focuses only on publicity it has had a role in developing.

# SUPERHOST PROGRAM

**In the long term, Travel Montana’s success will be judged not only by the number of guests who visit the state, but also by the quality of their stay and the number of times they return. Montana has an outstanding reputation for friendly people, and is fortunate to have a comprehensive customer service training/visitor information program in place.**

The Superhost program is designed to create an awareness and understanding of Montana’s travel industry and to enhance the level of customer service provided by the industry. Ultimately, the program strives to encourage the state’s visitors to stay longer, tell their friends about positive experiences and to return to the state time after time. The Superhost program stands ready to lead the way in educating Montana communities and businesses about the importance and economic impact of Montana’s tourism industry. Superhost workshops are three to four hours in length and cover a wide spectrum of travel and customer service topics. They are designed to develop a commitment to quality service and to broaden each participant’s knowledge of Montana’s tourism industry. All Superhost workshops contain a common core of information, but were developed to be flexible in order to meet the needs of individual businesses and communities. The workshops are designed to involve participants in an interactive learning experience as opposed to a lecture-type atmosphere. As a result, each workshop is slightly different depending on the facilitator’s style, the background and experiences of participants and the needs of the business/organization.

## CONTRACTED TRAINERS

Travel Montana contracts with Flathead Valley Community College to provide professional trainers who conduct customer service workshops throughout Montana. These trainers help to make cost-effective customer service training readily available in every community in Montana,

regardless of size. The trainers are responsible for marketing the program to communities and businesses within their designated regions.

## SUPERHOST COMMUNITIES

In order to become a Superhost community, local groups or organizations must develop and initiate a plan to provide ongoing superhost customer service training, provide staffing for a local visitor center and develop tourism materials that list events, attractions and visitor services available in the area.

## SUPERHOST BUSINESSES

In order to become a Superhost business, at least half of a business’ current management and employees need to have participated in a Superhost workshop within the previous year. Certified Superhost businesses receive a Superhost window/door sign. Information highlighting the importance of the Certified Superhost Business program is included in at least one Travel Montana publication.

**The goals of the Montana Superhost Program are to:**

- Create an awareness and understanding of Montana’s travel industry
- Enhance the level of customer service provided by Montana’s tourism industry

# TRAVEL MONTANA MARKETING CALENDAR 1999

	1999/JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
<b>Consumer Advertising</b>	<ul style="list-style-type: none"> <li>• Warm Season Magazine Ads</li> <li>• Invite-A-Friend Warm Season Program</li> </ul>	<ul style="list-style-type: none"> <li>• Invite-A-Friend Warm Season Program</li> </ul>	<ul style="list-style-type: none"> <li>• Winter Guide Direct Mail Promotion</li> </ul>	<ul style="list-style-type: none"> <li>• Downhill Ski Magazine Ads</li> <li>• Downhill Ski TV Ads</li> <li>• Downhill &amp; Cross-Country Ski Internet Advertising</li> <li>• Salt Lake City Ski Promotion</li> <li>• Winter In-State Program</li> </ul>	<ul style="list-style-type: none"> <li>• Downhill Ski Magazine Ads</li> <li>• Downhill Ski TV Ads</li> <li>• Downhill Ski, Cross-Country Ski &amp; Snowmobile Internet Advertising</li> <li>• Snowmobile Magazine Ads</li> <li>• Snowmobile Direct Mail Postcard</li> <li>• Salt Lake City Ski Promotion</li> <li>• Winter In-State Program</li> </ul>	<ul style="list-style-type: none"> <li>• Downhill Ski Magazine Ads</li> <li>• Downhill Ski TV Ads</li> <li>• Downhill Ski, Cross-Country Ski &amp; Snowmobile Internet Advertising</li> <li>• Snowmobile Magazine Ads</li> <li>• Salt Lake City Ski Promotion</li> <li>• Winter In-State Program</li> </ul>
<b>Trade Advertising &amp; Promotions</b>	<ul style="list-style-type: none"> <li>• Media Calendar of Events–Oct 99-Apr 99</li> <li>• Publicity Newsletter and Media Tour Invitations–Direct Mail</li> <li>• Convention Ads–Internet</li> </ul>	<ul style="list-style-type: none"> <li>• Tour Operator Direct Mail–Montana Magazine</li> <li>• Convention Ads</li> <li>• Film Office Ads</li> <li>• Convention Ads–Internet</li> </ul>	<ul style="list-style-type: none"> <li>• Convention Ads</li> <li>• Film Office Ads</li> <li>• Convention Ad–Direct Mail</li> <li>• Convention Ads–Internet</li> </ul>	<ul style="list-style-type: none"> <li>• Publicity Newsletter and Media Tour Invitations–Direct Mail</li> <li>• Tour Operator Direct Mail– Montana Magazine</li> <li>• Group Tour Ads</li> <li>• Convention Ads–Internet</li> </ul>	<ul style="list-style-type: none"> <li>• Convention Ads</li> <li>• Convention Ad–Direct Mail</li> <li>• Convention Ads–Internet</li> <li>• Film Office Direct Mail</li> <li>• Montana Calendars</li> </ul>	<ul style="list-style-type: none"> <li>• Convention Ads</li> <li>• Tour Operator Direct Mail–Montana Magazine</li> <li>• Group Tour Ads</li> <li>• Convention Ads–Internet</li> </ul>
<b>Familiarization Tours</b>	<ul style="list-style-type: none"> <li>• Festive Mood in Glacier Country (8-13)</li> <li>• Corp of Discovery in Custer Country (24-28)</li> <li>• International FAM Tours</li> </ul>	<ul style="list-style-type: none"> <li>• Field of Dreams in Custer/Gold West/ Glacier/Russell Countries (14-18)</li> <li>• Clark on the Yellowstone in Yellowstone Country (28-Sept. 2)</li> <li>• International FAM Tours</li> </ul>	<ul style="list-style-type: none"> <li>• Yellowstone Country Golf and Adventure (10-15)</li> <li>• Blazing a Historic Trail in Gold West/ Russell Countries (28-Oct. 4)</li> <li>• International FAM Tours</li> </ul>	<ul style="list-style-type: none"> <li>• International FAM Tours</li> </ul>		
<b>Tourism Events &amp; Projects</b>			<ul style="list-style-type: none"> <li>• MTRI Working Group–Helena</li> </ul>	<ul style="list-style-type: none"> <li>• Tourism Advisory Council Meeting– Flathead Lake Lodge (4-5)</li> <li>• Lewis &amp; Clark Community Planning Workshops (6 locations)</li> <li>• TIIP Grant Awards Announced</li> </ul>		
<b>Sales &amp; Trade Missions</b>			<ul style="list-style-type: none"> <li>• Affordable Meetings–Washington, DC (8-9)</li> <li>• Showbiz Expo East–New York City (16-18)</li> <li>• Incentive Travel &amp; Meeting Executives (IT&amp;ME)–Chicago (21-23)</li> </ul>	<ul style="list-style-type: none"> <li>• NTA Pre-Caucus Meeting– West Yellowstone (13)</li> <li>• Cineposium–Denver, CO (23-26)</li> </ul>	<ul style="list-style-type: none"> <li>• National Tour Association (NTA) Fall Exchange–Nashville (6-10)</li> <li>• Italian Roadshow– Milan (11-13)</li> <li>• Brussels Sales/Media Seminar (15)</li> </ul>	<ul style="list-style-type: none"> <li>• American Bus Association (ABA) Marketplace–Birmingham, AL (4-8)</li> </ul>
<b>Publications</b>	<ul style="list-style-type: none"> <li>• Travel Montana Update</li> <li>• Untold Story Leads–Fall</li> </ul>	<ul style="list-style-type: none"> <li>• Travel Montana Update</li> <li>• Winter Guide</li> <li>• Oct.-April Calendar of Events</li> </ul>	<ul style="list-style-type: none"> <li>• Travel Montana Update</li> <li>• Marketing Plan &amp; Executive Summary</li> </ul>	<ul style="list-style-type: none"> <li>• Travel Montana Update</li> <li>• Untold Story Leads–Winter</li> <li>• Lewis &amp; Clark–The Montana Journey</li> <li>• Meeting Planners Guide</li> </ul>	<ul style="list-style-type: none"> <li>• Travel Montana Update</li> </ul>	<ul style="list-style-type: none"> <li>• Travel Montana Update</li> </ul>
<b>Ongoing Publications</b>	<ul style="list-style-type: none"> <li>• Kid Friendly Montana</li> </ul>		<ul style="list-style-type: none"> <li>• Guide to Indian Reservations Brochure</li> </ul>	<ul style="list-style-type: none"> <li>• Highway Map</li> </ul>		

# TRAVEL MONTANA MARKETING CALENDAR 2000

2000/JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
<ul style="list-style-type: none"> <li>• Downhill Ski TV Ads</li> <li>• Downhill Ski, Cross-Country Ski &amp; Snowmobile Internet Advertising</li> <li>• Winter In-State Program</li> <li>• Montana Kids! Promotion</li> </ul>	<ul style="list-style-type: none"> <li>• Warm Season Magazine Ads</li> <li>• Montana Kids! Promotion</li> <li>• Cross-Country &amp; Snowmobile Internet Advertising</li> <li>• Winter In-state Program</li> </ul>	<ul style="list-style-type: none"> <li>• Warm Season Magazine Ads</li> <li>• Warm Season Internet Advertising</li> <li>• Montana/Wyoming &amp; Montana/North Dakota Co-op Ads</li> <li>• Invite-A-Friend Warm Season Program</li> <li>• Montana Kids! Promotion</li> <li>• Warm Season Seattle/Minneapolis Promotion</li> <li>• Direct Mail Promotion</li> <li>• Cross-Country Ski &amp; Snowmobile Internet Advertising</li> <li>• Winter In-State Program</li> </ul>	<ul style="list-style-type: none"> <li>• Warm Season Magazine Ads</li> <li>• Warm Season TV Ads</li> <li>• Warm Season Internet Advertising</li> <li>• Warm Season Seattle/Minneapolis Promotion</li> <li>• Montana/Wyoming &amp; Montana/North Dakota Co-op Ads</li> <li>• Invite-A-Friend Warm Season Program</li> <li>• Direct Mail Promotion</li> </ul>	<ul style="list-style-type: none"> <li>• Warm Season Magazine Ads</li> <li>• Warm Season TV Ads</li> <li>• Warm Season Internet Advertising</li> <li>• Warm Season Seattle/Minneapolis Promotion</li> <li>• Montana/Wyoming and Montana/North Dakota Co-op Ads</li> <li>• Invite-A-Friend Warm Season Program</li> <li>• Direct Mail Promotion</li> </ul>	<ul style="list-style-type: none"> <li>• Warm Season Magazine Ads</li> <li>• Warm Season TV Ads</li> <li>• Warm Season Internet Advertising</li> <li>• Invite-A-Friend Warm Season Program</li> </ul>
<ul style="list-style-type: none"> <li>• Media Calendar of Events, Apr-Oct '00</li> <li>• Publicity Newsletter and Media Tour Invitations-Direct Mail</li> <li>• Convention Ads</li> <li>• Convention Ad-Direct Mail</li> <li>• Convention Ads-Internet</li> </ul>	<ul style="list-style-type: none"> <li>• Tour Operator Direct Mail-Montana Magazine</li> <li>• Film Office Ads</li> <li>• Convention Ads</li> <li>• Convention Ads-Internet</li> </ul>	<ul style="list-style-type: none"> <li>• Film Office Ads</li> <li>• Convention Ads</li> <li>• Convention Ads-Internet</li> </ul>	<ul style="list-style-type: none"> <li>• Publicity Newsletter and Media Tour Invitations-Direct Mail</li> <li>• Tour Operator Direct Mail-Montana Magazine</li> <li>• Film Office Ads</li> <li>• Convention Ads-Internet</li> </ul>	<ul style="list-style-type: none"> <li>• Film Office Ads</li> <li>• Convention Ads</li> <li>• Convention Ads-Internet</li> </ul>	<ul style="list-style-type: none"> <li>• Tour Operator Direct Mail-Montana Magazine</li> <li>• Convention Ads</li> <li>• Film Office Ads</li> <li>• Convention Ads-Internet</li> </ul>
<ul style="list-style-type: none"> <li>• Cross-Country FAM Tour in Yellowstone Country (TBA)</li> </ul>		<ul style="list-style-type: none"> <li>• International FAM Tours</li> </ul>			<ul style="list-style-type: none"> <li>• International FAM Tours</li> </ul>
	<ul style="list-style-type: none"> <li>• Tourism Advisory Council Meeting (7-8) (TBA)</li> <li>• Cultural Tourism Workshop-Missoula</li> </ul>		<ul style="list-style-type: none"> <li>• Governor's Conference on Tourism &amp; Recreation-Big Sky (10-11)</li> </ul>		<ul style="list-style-type: none"> <li>• Tourism Advisory Council Meeting (5-6) (TBA)</li> </ul>
<ul style="list-style-type: none"> <li>• RMI Winter Round-Up-Jackson Hole, WY (14-16)</li> <li>• Sundance Film Festival-Park City, UT (21-31)</li> </ul>	<ul style="list-style-type: none"> <li>• Swiss Visit USA</li> <li>• Locations '00 Trade Show-Los Angeles</li> <li>• BIT, Milan (23-27)</li> </ul>	<ul style="list-style-type: none"> <li>• Messe Berlin UK Trade Show-London (8-9)</li> <li>• Visit USA Brussels (9)</li> <li>• ITB, Berlin (11-15)</li> <li>• Paris Press Event (17)</li> </ul>	<ul style="list-style-type: none"> <li>• Affordable Meetings West (18-19)</li> </ul>	<ul style="list-style-type: none"> <li>• Pow Wow USA-Dallas (13-20)</li> </ul>	<ul style="list-style-type: none"> <li>• Showbiz Expo West-Los Angeles</li> <li>• RMI Round-Up (TBA)</li> </ul>
<ul style="list-style-type: none"> <li>• Travel Montana Update</li> <li>• Untold Story Leads-Spring</li> <li>• Vacation Guide</li> <li>• Travel Planner</li> <li>• April-Oct. Calendar of Events</li> <li>• Montana Production Guide</li> <li>• Group Tour Planning Guide</li> </ul>	<ul style="list-style-type: none"> <li>• Travel Montana Update</li> </ul>	<ul style="list-style-type: none"> <li>• Travel Montana Update</li> </ul>	<ul style="list-style-type: none"> <li>• Travel Montana Update</li> <li>• Quick Reference Guide</li> <li>• Untold Story Leads-Summer</li> </ul>	<ul style="list-style-type: none"> <li>• Travel Montana Update</li> </ul>	<ul style="list-style-type: none"> <li>• Travel Montana Update</li> </ul>

# OVERSEAS MARKETING

Travel Montana aggressively promotes Montana as a destination to the international travel trade, with emphasis on the United Kingdom, Germany, France, Belgium, the Netherlands, Italy, Japan and Taiwan. The program involves working with key tour operators, wholesalers, travel agencies and the media to establish new Montana itineraries for groups and FITs (Foreign Independent Travelers), while assisting Montana businesses in their marketing efforts overseas.

This is accomplished by representation at key international travel trade shows, familiarization tours, cooperative advertising ventures with other states in the region, brochure and video distribution and ongoing personal contact with targeted tour operators, wholesalers, travel agents and media.

## WESTERN EUROPE

The European marketing program includes use of the services of specialized travel representatives, on a contractual basis, in cooperation with the states of Wyoming, South Dakota and Idaho. Primary markets are the United Kingdom, Germany, France and the Benelux countries (Belgium, the Netherlands and Luxembourg). As of July 1, 1999, an office in Italy was established, staffed by Dr. Olga Mazzoni of Thema Nuovi Mondi. In addition, an office in Paris was opened, staffed by Mr. Herve Duxin. The efforts of the Paris office will be supervised by our RMI-France/Benelux director.

Under the Rocky Mountain International (RMI) banner of "The Real America," Montana continues to see tremendous success from collective marketing efforts. The four states will participate jointly in the International Tourism Exchange (Berlin), the BIT show and a USA Roadshow in Italy. RMI overseas offices will exhibit at several "Visit USA" and consumer shows on behalf of the RMI region.

Familiarization ("fam") tours for trade and media representatives, as well as trade missions, are also important components of the Rocky Mountain International program.

## PACIFIC RIM

Trade office representatives in Kumamoto, Japan and Taipei, Taiwan market Montana's travel-related products and services to the travel trade in their respective countries under close direction from Travel Montana. Their responsibilities include contact with wholesalers, tour operators, travel agents and media to create demand for Montana's travel-related products and services. This objective is achieved through distribution of travel materials, organization of familiarization trips, translation of Montana literature, travel trade show participation and sales calls.

## EUROPEAN SALES & TRAINING SEMINARS

The RMI states of Montana, South Dakota, Wyoming and Idaho conducted trade and travel agent training seminars in France, Belgium and the Netherlands in 1998/1999. Each state representative and the RMI European directors will present seminars in Brussels and Italy (USA Roadshow in Milan) in November 1999, and in Paris in March 2000, prior to the ITB Trade Show.

The organizers of the ITB Trade Show in Berlin will open a new show in London in March 2000, the Messe-Berlin UK Trade Show. State representatives and RMI staff will attend this

The goals of Travel Montana for the overseas marketing program are:

- To increase awareness of Montana as a year-round vacation destination for international visitors
- Generate and distribute leads to the CVBs, regions and Montana suppliers for their follow-up purposes

show in lieu of World Travel Market. Our RMI-UK office and one RMI staff person will attend World Travel Market in November 1999 on behalf of all four RMI states.

The Rocky Mountain Round-Up will be repeated in June 2000, with marketplaces in South Dakota and Wyoming. A pre-fam will be held in Montana and Idaho. Dates and locations to be announced in September 1999. As always, two business sessions will be held at the Round-Up, giving Montana suppliers the opportunity to meet on an appointment basis with the Round-Up participants.

The Rocky Mountain Winter Round-Up will be held in Jackson Hole, WY from January 14-16, 2000, with post-fams in Montana and Idaho. A pre-fam will be held in South Dakota.

### **TRADE SHOWS**

Visibility at the key international travel trade shows allows Montana to make contact with wholesalers, operators and media, and provides the opportunity to follow up on new and existing projects and ideas. Travel Montana delegates are sometimes joined by private-sector participants. In addition to those previously noted, Travel Montana will also attend Discover America International Pow Wow (May 13-20, 2000, Dallas).

### **OVERSEAS MARKETING WORKSHOP**

To assist Montana businesses interested in becoming involved in overseas marketing or increasing their share of overseas visitors, an in-depth seminar will be presented in conjunction with the Rocky Mountain Round-Up in June 2000. The location will be announced in September 1999. The main emphasis will be on how to most effectively work with the overseas travel market and successfully host international visitors. The workshop will count on participation by experts in the field from state, regional and international levels.

### **FAMILIARIZATION TOURS**

With the assistance of Montana travel industry members, "fam" tours will be conducted to provide firsthand knowledge for prospective tour operators. By experiencing Montana, operators can better understand the mechanics of designing new itineraries in the state. "Fam" tours will also be held for carefully selected travel journalists, with the intended result of generating positive travel articles in foreign publications.

### **OTHER PROMOTIONAL ACTIVITIES**

Following the success of several movie promotions in Europe over the last few years, Montana will continue to pursue development of similar opportunities. By developing promotional partnerships with the distributors of American films and videos that feature the types of vacation and recreational opportunities found in the region, consumer awareness of the state's destination potential is increased.

Promotional activities will also include the distribution of promotional publications and videos, in foreign languages when possible; and the development of other innovative promotional projects.

### **DIRECT MAIL CAMPAIGN**

This specialized direct mail program will provide current tour planning material to tour operators, as well as follow-up to contacts initiated during trade shows. This program also establishes and maintains a professional rapport with overseas group and FIT travel planners. In addition, selected international tour operators will receive *The Montana Calendar* each year.

### **EVALUATION MECHANISMS**

Montana's visibility in overseas markets is measured by tracking the number of Montana tourism itineraries which have been added or expanded by international operators/wholesalers (tour extracts provided by RMI), the interest level of consumers and trade representatives in overseas target markets and by monitoring changes in travel expenditures of overseas visits.



# & CANADIAN GROUP TRAVEL

Montana's domestic group tour program is designed to promote Montana's many group tour and travel opportunities by marketing directly to group tour operators throughout the United States and Canada. Montana is promoted as a tour destination, as well as a viable stopover on tour itineraries. The program promotes all seasons in Montana and encompasses activities from sightseeing to river rafting to skiing.

### FAMILIARIZATION TOURS

Familiarization tours will be conducted to provide personal, firsthand site inspections for prospective group tour operators. By experiencing Montana, tour operators can better understand the mechanics of designing new itineraries in Montana.

### NATIONAL TOUR ASSOCIATION (NTA)

Two Travel Montana representatives will attend the annual fall marketplace and convention in Nashville in November of 1999. Two Travel Montana representatives will attend the fall marketplace.

### AMERICAN BUS ASSOCIATION (ABA)

One representative from Travel Montana will attend the annual marketplace and convention, scheduled for early December 1999 in Birmingham, Alabama.

### KEEPING IN TOUCH

This direct mail program will provide current tour planning material, as well as establish and maintain a professional rapport with group travel planners throughout the United States and Canada.

### Calendar

One-hundred-twenty selected group tour operators will receive *The Montana Calendar*. Featuring many aspects of the state, the calendar will communicate a positive image of Montana as a scenic tour destination.

### TRAVEL TRADE EVENTS

By attending select travel shows and conventions, contacts can be made with prospective group tour operators, and new and expanded Montana itineraries can be discussed and promoted. Selected tour operator consumer shows may also be attended by Travel Montana to enhance and support sales of existing Montana tours packaged by qualified tour operators.

### SALES BLITZES

Personal sales calls may be made to selected group tour operators. This effort will assist in the development of new and expanded Montana tour programs, as well as establish and maintain Montana's presence in key markets. These sales calls will be timed, wherever possible, in conjunction with Travel Montana media advertising and/or participation at consumer and trade shows.

### GROUP TRAVEL WORKSHOP

This seminar/workshop is planned at the Governor's Conference for members of the Montana travel industry who are interested in working with the group travel industry. The seminar will focus on effective techniques for development of group tours.

The goals of Travel Montana for this marketing program are:

- Continue to provide tour operators with the tools to build a successful Montana tour itinerary
- Generate more awareness of statewide group tour product including Lewis and Clark Trail attractions and events that would be of interest to the group tour market
- Generate more interest in Montana as a group tour destination

## **IMAGE BROCHURES/TOUR SHELLS**

Creating and distributing image brochures will be an additional method used by Travel Montana to help tour operators increase consumer awareness of their Montana itineraries. Distribution channels will include travel agencies, group tour offices, and conventions and meetings. Distribution of tour shells will help operators sell specific Montana itineraries.

## **GROUP TOUR PLANNING GUIDE**

The *Montana Group Tour Planning Guide* is designed to be an “all-in-one” tour planning reference. With listings of attractions, events, hotels and restaurants, the guide encompasses the points of interest for the tour planner designing a Montana itinerary. The Guide is currently being revised, and the updated edition will be available for direct mail to tour operators in January 2000. It will also be sent to tour operators as follow-up to NTA and ABA appointments. The information from the publication can also be found on the Internet at <http://montanagroups.com>

## **EVALUATION MECHANISMS**

The number of group tours traveling in and through Montana is tracked by research conducted by the Institute for Tourism and Recreation Research (ITRR) and through a survey given to tour operators who attend a promotional event hosted by Travel Montana and Montana suppliers at the National Tour Association Convention. Additionally, group travel promotional efforts are evaluated through personal contacts and meetings with key tour operators at national conventions.

# MEETINGS & CONVENTIONS

Montana continues to grow as a key destination consideration for convention and meeting planners nationwide. To further strengthen Montana's image among these decision makers, Travel Montana is continuing to expand its convention marketing efforts.

A comprehensive program for the promotion and tracking of meetings and conventions has been designed in cooperation with the Convention and Visitors Bureaus (CVBs) and with input from the Montana Innkeepers Association.

## ADVERTISING CAMPAIGN

In order to further increase awareness of Montana as a desirable location for meetings, conventions and seminars, Travel Montana will undertake a magazine and Internet advertising campaign for 1999/2000. This campaign will be in cooperation with the Convention and Visitors Bureaus that buy into the program.

### Target Audience

This campaign will specifically target individuals who influence or make decisions about the location of meetings, seminars and/or conventions for associations, corporations and other organizations.

### Media Strategy

The selection of the media is based on those publications and related Internet sites with high readership among the various target audiences, and/or which have a specific regional or editorial focus that relates well to Montana's position as a meeting location. In addition, publications with bonus distribution during related convention/trade shows are included.

### Fulfillment

All inquiries from the advertisements will be fulfilled with a *Montana Meeting Planner's Guide*. Those leads will then be distributed on a regular basis to the participating Convention and Visitors Bureaus.

## TRADE SHOWS

Trade shows provide an avenue to meet one-on-one with the key decision makers in the industry. Travel Montana will attend three shows in FY00: Affordable Meetings, Affordable Meetings West and Incentive Travel & Meeting Executives (IT&ME). Whenever possible, Travel Montana will share booth space with interested CVBs.

## MEETING PLANNER'S GUIDE

The *Montana Meeting Planner's Guide* is a complete resource for meeting planners—from cozy three-person retreats to large-scale conventions. This full-color guide also includes essential information on related services, such as transportation and meeting coordinators. The information from the publication can also be found on the Internet at <http://montanameetings.com>

## DIRECT MAIL CAMPAIGN

The direct mail campaign will be a four-tiered campaign. The direct mail cards, a four-color image piece produced and distributed by Travel Montana, will be sent three times to approximately 5,000 targeted meeting planners nationwide. The cards will be mailed in September, November and January. This piece will be a self-mailer and will include a reply card allowing recipients to request additional information.

The inquiries will be fulfilled with the *Montana Meeting Planner's Guide*, *Vacation Guide* and letter encouraging meeting planners to consider Montana

The goals of Travel Montana for this expanded marketing program are twofold:

- Build and maintain a positive image with prospective meeting and convention planners
- Generate and distribute leads to the CVBs for them to distribute to the appropriate convention facilities in their area

for their next meeting destination. Travel Montana will distribute these leads to the participating Convention and Visitors Bureaus on a regular basis.

### **PRESS RELEASES**

Travel Montana will prepare and distribute several press releases over the course of the year to keep Montana visible in appropriate trade publications.

### **SALES CALLS**

No special sales trips are planned solely for the purpose of calling on convention and meeting planners; however, calls will be made on meeting planners as much as possible in combination with other trips already planned by Travel Montana.

### **INVITE-A-CONVENTION**

This campaign is promoted in-state through letters from the governor to state employees, Montana corporations, agencies and associations. The letter is aimed at encouraging employees of those organizations to bid conventions when they travel or attend conferences. Additionally, the program encourages them to contact Travel Montana for a Convention Kit containing tips on bidding and planning a convention, as well as a *Meeting Planner's Guide* listing convention and meeting facilities statewide.

Another aspect of this campaign is a letter from the governor, along with a Vacation Planning Kit, encouraging association members to attend conventions scheduled to take place in Montana and inviting potential participants to extend their stays in Montana in conjunction with their conventions.

### **EVALUATION MECHANISMS**

Travel Montana tracks the number of inquiries received from the advertising campaign as a measurement of the level of interest in Montana as a convention destination. Distribution of all Invite-A-Convention packets, *Meeting Planner's Guides* and direct mail reply cards will be tracked as well. Convention and visitor bureaus are also tracking these leads and reporting back to Travel Montana on a quarterly basis.

# INDUSTRY SERVICES

Travel Montana’s industry services are aimed at supporting nonprofit tourism organizations and private-sector businesses to enhance and strengthen marketing efforts which increase business, as well as provide opportunities for the industry to unite and work together.

## DISBURSEMENT OF FUNDS TO CERTIFIED TOURISM ORGANIZATIONS

The Accommodations Tax law specifies that approximately 25 percent of the accommodations tax proceeds to the Department of Commerce be returned on a pro-rated basis to six tourism regions and nine qualifying cities (as shown on page 5) for their promotion as a travel destination or movie filming location.

Typical projects undertaken by these tourism organizations include brochures, travel guides, television advertising, full-color and directory print ads, publicity campaigns, convention marketing, and consumer and trade show exhibiting. Travel Montana’s responsibilities include:

- Review of each project proposal to ensure compliance with Tourism Advisory Council (TAC) regulations and the law.
- Presentation of regional/Convention and Visitors Bureaus (CVB) marketing plans and projects to the Tourism Advisory Council for approval. (Assistance in development is available for tourism organizations from Travel Montana, if desired.)
- Annual program and financial audits of tourism organizations.
- Refinements of compliance procedures to provide a more streamlined process while meeting all legal and regulative requirements.
- Facilitating the execution of projects between Travel Montana and the regions and CVBs by developing two brainstorming/educational sessions per year.

**Travel Montana’s Industry Services programs focus on:**

- Aiding TAC to ensure the responsible use of the accommodations tax by the tourism regions/CVBs
- Providing an educational forum in which the industry membership can network

# COOPERATIVE MARKETING

Travel Montana regularly seeks involvement in cooperative marketing programs, both with other states and provinces and with private-sector organizations/businesses. Such efforts enhance the appeal of Montana's vacation product and stretch marketing funds for Travel Montana and its co-op partners. Following is a brief overview of some existing ventures.

## MONTANA/WYOMING NATIONAL PARKS CO-OP

This long-time advertising partnership includes the states of Montana and Wyoming, AMFAC Parks and Resorts, Glacier Park, Inc. and the Grand Teton Lodge Company (concessionaires at Yellowstone, Glacier and Grand Teton national parks, respectively). The co-op's annual spring/summer magazine campaign focusing on Yellowstone, Glacier and Grand Teton national parks continues to be an effective Travel Montana program. Both the magazine creative and the fulfillment piece will be redesigned for the 2000 campaign.

## MONTANA/NORTH DAKOTA CO-OP

With the increased interest in the upcoming Lewis & Clark Bicentennial, Montana and North Dakota have formed a partnership to promote the historic significance of Lewis & Clark in each state. This campaign will launch in 2000 and is a perfect fit with current Travel Montana promotional efforts.

## PRIVATE-SECTOR CO-OPS

Travel Montana undertakes several efforts open to participation from tourism organizations/businesses. Programs include the downhill ski television co-op, in-state winter program and *Winter Guide* advertising, as well as the numerous electronic projects throughout Travel Montana. Other components of this program are placement of "advertorial" in magazines targeting consumer travelers and group tour operators, and the

organization of journalist familiarization trips in cooperation with Montana's six tourism regions.

## RMI—"THE REAL AMERICA"

Montana has seen considerable success in attracting visitors from Germany, United Kingdom, France, the Netherlands, Belgium and Italy through the partnership with Idaho, South Dakota and Wyoming under the Rocky Mountain International (RMI) banner. This program has proven to be extremely cost effective and has won national awards and recognition for its creative approach to marketing this corner of the world in Europe. Significant cost savings are achieved by working together with the other states in reaching the European travel markets.

Numerous programs within Travel Montana coordinate private sector co-ops in order to facilitate relationships with our private industry partners. Programs participating in joint ventures include: Consumer Marketing, Publications, Electronic Marketing, Publicity and Group Travel and Overseas Marketing

# TOURISM DEVELOPMENT & EDUCATION

As Montana continues to develop and market its tourism and recreation potential, coordinating efforts to both develop and realize that potential become increasingly important. In response to this need, the Tourism Development and Education Program focuses its resources on assisting in the coordination and facilitation of cooperative tourism-related efforts involving federal and state agencies and private-sector interests. The priorities and guidelines for these efforts are provided by the Montana Tourism Industry's Five-Year Strategic Plan and Travel Montana's corresponding Five-Year Marketing Plan.

Following the direction highlighted by these two plans, Travel Montana's development and education programs involve rural tourism development; statewide tourism infrastructure improvements; assisting Montana's Indian people in their tourism development efforts; helping create cultural tourism partnerships and products statewide; coordinating tourism and recreation policies, programs and initiatives of federal and state agencies, communities and the private sector; and providing customer service and tourism education training programs.

## INTERAGENCY COORDINATION

The Tourism Development and Education Program has dedicated a staff person to coordinate and facilitate the numerous cooperative partnership projects and activities of the Montana Tourism & Recreation Initiative (MTRI). MTRI is an interagency coalition comprised of 18 state and federal agencies, commissions and councils, whose "membership" includes the Montana Governor's Office; the state departments of Commerce; Agriculture; Transportation; Fish, Wildlife & Parks; Natural Resources & Conservation; the Montana Historical Society; and the University Extension Service along with the Lewis & Clark Bicentennial Commission, Montana Heritage Commission, Tourism Advisory Council and the Institute for Tourism and Recreation Research. Federal participants include: the National Park Service, Bureau of Land Management, Army Corps of Engineers, Fish & Wildlife Service, Bureau of Reclamation, and the USDA Forest Service. The MTRI coordinator works to create effective interagency "partnership teams" to develop and/or manage the state's tourism and recreation resources in a coordinated,

effective manner. Current MTRI projects include:

- Coordinated planning and development efforts for the upcoming Lewis & Clark Bicentennial Observance
- Coordination of agency information and education programs regarding electronic and Internet services
- Responding to opportunities for cooperative research projects.

## CULTURAL TOURISM DEVELOPMENT & PROMOTION

Travel Montana has expanded its Indian Tourism Development & Promotion Program to include the larger focus of Cultural Tourism. Within this program, the Cultural Tourism Specialist (previously known as the Indian Tourism Specialist) will continue to work with Montana's Indian tribes on issues of tourism planning, marketing and promotion, as part of Travel Montana's broader efforts to develop a statewide cultural tourism network that involves representatives from the arts, humanities, historic preservation and business communities. The Cultural Tourism Program is working with the Missoula Cultural Council, Montana Arts Council,

Travel Montana's Tourism & Education programs focus on:

- Enhancing interagency communication and understanding
- Developing partnerships to maximize results with Montana's tourism and recreation resources.
- Providing a forum for networking among Montana's tourism industry, the state's arts, humanities, tribal and other cultural groups.
- Presenting "real life" tourism planning and education programs to communities, entrepreneurs and the Montana tourism industry.

Montana Committee for the Humanities and others to host a second statewide Cultural Tourism Workshop in February 2000. The program is also assisting the Western Heritage Center in Billings in its efforts to develop cultural tourism products, services and networks in eastern Montana.

### **STRATEGIC TOURISM PLAN & MARKETING PLAN**

The Montana Tourism Industry's Five-Year Strategic Plan (1998-2002) reaches its halfway point in the year 2000. The MTRI Coordinator will lead an effort to contact the plan's stakeholders about their commitments to implementing actions that would move Montana forward in providing quality, sustainable tourism and recreation opportunities.

Travel Montana used the Strategic Plan's five themes to develop a Five-Year Marketing Plan. The plan will guide the state tourism program's development and promotion efforts.

### **COMMUNITY TOURISM ASSESSMENT & DEVELOPMENT**

To assist Montana's rural communities interested in considering tourism as an economic stimulus, Travel Montana will continue to offer its Community Tourism Assessment Program (CTAP). This is a community "self help" program provided by Travel Montana in partnership with Montana State University Extension and the University of Montana's Institute for Tourism and Recreation Research. Three rural communities will be accepted into the eight-month program this year. From this process, the communities will build a community profile to include: lifestyle, attitudes toward tourism, current community economic structure, existing asset inventories and long-range community vision. Having identified and prioritized potential tourism projects acceptable to the community, review studies will be administered to gauge a potential project's social, economic and environmental impacts, both positive and negative. Community organization, project development, marketing and follow-up are also components of the program. In addition to the formal, facilitated process, a comprehensive, user-friendly "how to" workbook has been developed to assist other interested communities or organizations.

Upon completion of the CTAP process and the identification of an eligible tourism-related project, the three communities will be eligible to apply to Travel Montana for project development funds from a grant pool of \$20,000. The grant applications will be reviewed by Travel Montana and project funds awarded on a competitive basis.

Since its creation in the early 1990s, 18 rural Montana communities have utilized the CTAP process with over \$300,000 from Travel Montana's "bed tax" funds being invested in CTAP grant projects.

### **EDUCATION**

Travel Montana's Superhost Program provides affordable customer service training education to front-line employees of businesses and organizations across Montana. The program is offered through a training contract with Flathead Valley Community College in Kalispell. One hour of the four-hour Superhost training curriculum provides information about the importance of tourism in Montana's economy, the state's tourism information and service resources as well as an introduction to Lewis & Clark in Montana. In close coordination with the MSU Extension program, the Small Business Development Centers and other public-sector agencies offering training and education, Travel Montana will provide coordination and partnership funding for tourism education opportunities for the Montana travel industry. The tourism training workshop topics and focus will be determined by Travel Montana and its education partners. Travel Montana will also continue to offer technical expertise in such areas as world and regional tourism trends, overseas group travel, consumer marketing, tourism publicity, customer service training, legislative issues and other educational topics through the annual Governor's Conference on Tourism and Recreation.

### **TOURISM INFRASTRUCTURE INVESTMENT PROGRAM (TIIP)**

Since the Montana Commerce Department began this program in 1995, TIIP investments have provided over \$1 million in tourism "bed tax" funds for 18 tourism-related infrastructure projects in 15 Montana communities. Travel Montana's portion of the state's four percent "bed tax" revenues is the funding source for these investments, which are partially matched by the project's nonprofit sponsoring organization. The TIIP grant program is designed to facilitate the development of new tourism-related products, enhance existing products, and assist in the preservation of Montana's historical and cultural treasures. The goal is to create or improve attractions and services that will cause visitors to spend more time and money in Montana's communities. The projects also add to the community's quality of life. In Fiscal Year 2000, Travel Montana will provide another \$200,000 in TIIP grants for tourism-related projects.

# FILM

# INDUSTRY PROMOTION & SERVICES

Travel Montana, through the Film Office, promotes the state as a location for feature films, commercials, television, documentaries, music videos and still photography and provides information, scouting and support services to the motion picture industry—including producers, directors, location managers and studio executives.

## ADVERTISING & MARKETING

Specific promotional projects are undertaken by Travel Montana to build and sustain the out-of-state production community's awareness of Montana as a prime filming location.

### Trade Magazine Advertising

Montana ads will be featured in various trade publications such as *AFCI Locations*, *Location Update*, *Daily Variety*, *Hollywood Reporter* and *Backstage SHOOT*.

### Calendars

A targeted mailing of Montana calendars featuring Montana locations will be sent to selected producers, directors, studio executives and location managers. These calendars will provide a monthly reminder of the state as a location (November 1999).

## SCOUTING/INDUSTRY LIAISON

Scouting trips showing producers and other studio personnel possible locations for their upcoming projects are carried out by Travel Montana. When appropriate, Travel Montana works with its industry and regional liaisons to help facilitate this process (year-round).

## TRADE SHOWS & FILM FESTIVALS

Being represented at major industry trade shows and film festivals in the United States and abroad allows Montana the opportunity to increase awareness and knowledge of the state as a film location on a one-to-one basis.

### Sundance Film Festival

A nationally recognized film festival held in Park City, Utah, where directors, producers and studio executives meet and conduct workshops and screen new independent feature films and documentaries (January 2000).

### AFCI Locations Trade Show

An annual motion picture location show attracting up to 6,000 major decision makers in both U.S. and foreign markets. This show is sponsored by the Association of Film Commissioners International (February 2000).

### Showbiz Expo West

One of the premier trade shows for the motion picture industry, this annual trade show attracts over 30,000 attendees in three days (June 2000).

### Showbiz Expo East

An annual trade show for the motion picture industry that gives access to companies based on the East Coast (September 1999).

## EUROPEAN OUTREACH

The production industry has become international and with that in mind Travel Montana has entered into a one-year trial collective marketing venture with the Wyoming Film Office, the Idaho Film Office and the South Dakota Film Commission specifically targeting the European production community. The primary markets are the United Kingdom, Germany, France, Italy and Belgium.

Internet:  
[www.montanafilm.com](http://www.montanafilm.com)

The efforts of the Film Office provide overall benefit to the state in two ways:

- Expenditures by production companies and cast and crew during filming
- Increasing visitation to the state by exposing Montana to a worldwide audience

## **FULFILLMENT**

Travel Montana responds to requests from producers for information about locations as well as the guidelines, laws and permits regarding shooting in Montana. Turnaround time for information will range from immediate to 24 hours.

## **MONTANA PRODUCTION GUIDE**

The *Montana Production Guide* is distributed to key decision makers within the motion picture industry. It is an all-encompassing reference for shooting a production in Montana. The guide contains more than 170 pages detailing the following information: production services and crews; contacts for federal, state and city agencies; weather data; aircraft charters; and major locations, towns and cities, along with photos of Montana locations. Approximately 2,000 guides are produced every two years.

## **INTERNET WEB SITE**

The Montana Film Office web site offers comprehensive information about filming a project in the state. In addition to offering the information detailed in the *Montana Production Guide*, it also contains hundreds of photos of locations around the state.

## **PHOTO & INFORMATION FILES**

Responding to inquiries quickly is one of the best ways to ensure that Montana is considered for a project. Travel Montana keeps thousands of photographs on hand to send at a moment's notice and continually updates files by photographing both old and new locations as appropriate.

## **EVALUATION MECHANISMS**

Travel Montana tracks location inquiries and requests as a measurement of the level of interest in the state. The true measure of success, however, is the increasing amount of revenue generated in Montana through motion picture and commercial projects. Production company expenditures are calculated from data collected by the Film Office from personal interviews and a mailed questionnaire sent at the completion of the project. These figures are then presented in aggregate on an annual basis. Additionally, there are long-term results—building the image of Montana as both a viable location and tourist destination—which are difficult to quantify, but provide a return in the future.

# PLANNED RESEARCH PROJECTS

The overall purpose of the University Travel Research Program, funded by the accommodations tax, is to allow Montana's tourism and recreation industry to make informed decisions about planning, development, management, marketing and economic impact. The Institute for Tourism and Recreation Research (ITRR) at The University of Montana administers the program. The University Travel Research Program is designed to be relevant, practical, timely and responsive to the needs of the industry as a whole. In addition, outside studies are periodically contracted by various Travel Montana programs to assist in the planning and evaluation process. Listed below are the research projects currently approved by the Governor's Tourism Advisory Council and funded by the University Travel Research Program, as well as outside contracted studies.

## **FYOO COMMUNITY TOURISM ASSESSMENT & QUALITY OF LIFE MONITORING**

This project funds continuation of ITRR support to the community tourism assessment process for three new communities in 1999/2000 to determine their potential and desire for tourism development. In addition to these communities, a statewide sample is assessed using the identical quality of life and attitude questions. A comparison is made between the community and the state as a general population. The reason for this inquiry is to ensure that tourism enhances the quality of life for residents in the state.

## **RESIDENT ATTITUDE MONITORING**

The purpose of this research is to continue monitoring resident attitudes toward tourism through a three-question survey once a year. This baseline longitudinal data has been collected at least once a year since August of 1991 and provides the tourism industry with insight into the stable or changing attitudes Montana residents have toward tourism. When changes appear in attitude, the tourism industry needs to address these issues.

## **FYOO TOURISM MONITORING**

The purpose of this research is to gather secondary data related to travel in Montana and surrounding areas as well as monitor the state of the industry by yearly surveying tourism industry providers. The role of ITRR is to monitor travel levels and provide trend information to tourism providers, marketers and planners. ITRR has traditionally filled this role by active participation in the *Economic Outlook* publication and seminars, the *Tourism and Recreation News Briefs* which are weekly summaries of Montana newspaper reports on tourism and recreation, and publication of *Montana Vision*, a quarterly newsletter.

## **RESIDENT TRAVEL & RECREATION STUDY**

The objectives of this study were to estimate expenditures of Montana residents while traveling away from home; characterize Montana resident travelers in terms of expenditures, activity types, length of trip, purpose of travel and distance traveled from home; identify recreational activities by household members; and compare seasonal and yearly recreational activities engaged in by Montana residents.

Two hundred Montana residents were contacted each month by phone to total 2,400 resident surveys over a 12-month period beginning July 1, 1998. The study will estimate yearly resident travel expenditures within the state compared to resident expenditures out of state; estimate the number of in-state trips taken in a year; and explore resident travel behavior including activity types, length of trip, purpose of travel and distance traveled. Fiscal year 2000 will complete the analysis and reporting of the data.

### **ADDITIONAL FYOO PROJECTS**

#### **Virginia City/Nevada City Visitor Estimation and Characteristics**

The purpose of the study is to estimate the number of summer visitors and to provide a characterization of the types of visitors who spend time in these two historic towns. The objectives include estimating the number of visitors and vehicles who stop in Virginia City/Nevada City during the summer months; providing a model and base-line number of visitors so future estimates can be made; and assessing the type of visitors to the towns based on demographic information, trip type, trip planning and previous knowledge of Virginia City/Nevada City. This will be accomplished by obtaining completed on-site visitor surveys in the two cities as well as by distributing the surveys during a four-day July traffic intercept session.

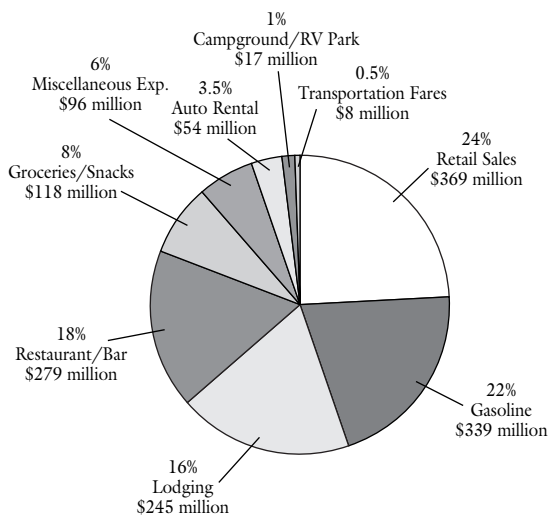
#### **LEWIS AND CLARK STUDY**

The scope and objectives of this study are to be determined during the October TAC meeting.

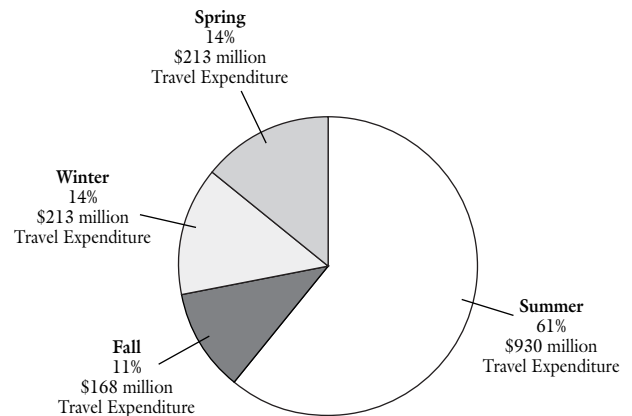
# THE IMPORTANCE OF TOURISM

Tourism is one of Montana's most important and promising industries. In fact, travel industry growth over the last decade has outpaced all other natural resource-based basic industries in Montana. It continues to enjoy steady growth. From 1991 to 1998, the number of nonresident visitors to the state increased by 23%, from 7.5 million to 9.25 million visitors. In 1998, those 9.25 million visitors spent an estimated \$1.52 billion in Montana.

**HOW THE NONRESIDENT TRAVEL DOLLAR IS SPENT**



**TRAVEL EXPENDITURES AND TOTAL ECONOMIC IMPACT GENERATED BY SEASON**



Summer = June-Sept.  
 Fall = Oct.-Nov.  
 Winter = Dec.-March  
 Spring = April-May

**TOTAL GROSS EXPENDITURES \$1.52 BILLION**

1998 Figures

1998 Figures

As shown above, visitor expenditures have impacts far broader than the lodging industry and circulate through a broad cross-section of the Montana economy. *Direct economic impact of the travel, tourism and recreation industry to Montana in 1998 is estimated at \$1.2 billion.*

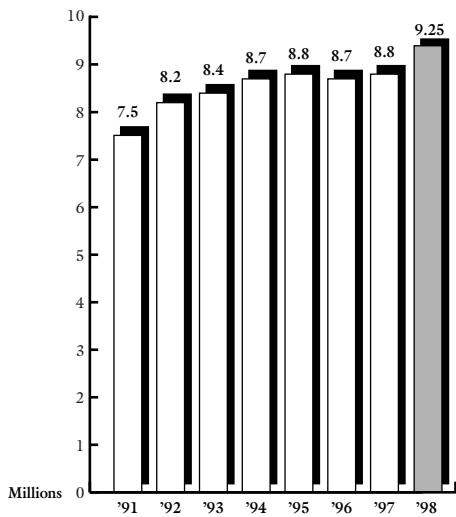
Source: Institute for Tourism and Recreation Research

In direct benefit to all Montana citizens, visitors to Montana pay millions of dollars annually into our general and highway funds through various Montana taxes. Nonresident travel expenditures in the state also sustained an estimated 27,000 jobs in Montana in 1998 which were directly related to travel. In total, these jobs accounted for \$400 million in payroll.

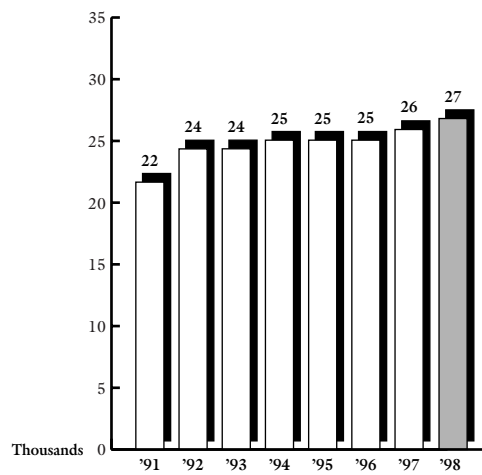
These measurements represent substantial growth since 1991. Visitor expenditures have risen 24%, travel-related or dependent jobs increased by 23% and labor income from tourism has grown by 23%.

In addition, the filming of movies and commercials in Montana generated income to Montana of \$4.2 million in 1998.

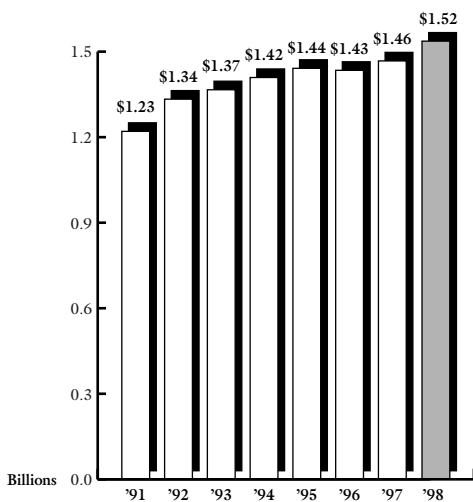
**NONRESIDENT VISITORS UP 23% FROM 1991**



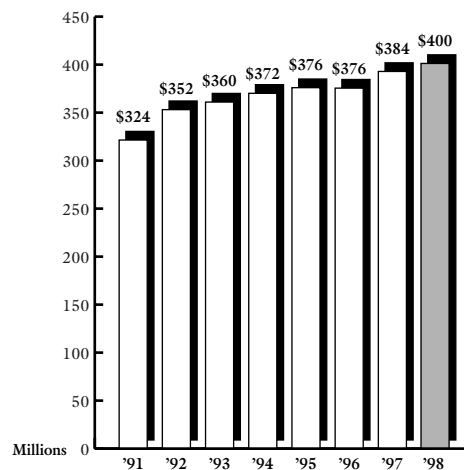
**TRAVEL-DEPENDENT JOBS UP 23% FROM 1991**



**VISITOR EXPENDITURES UP 24% FROM 1991**



**TRAVEL PAYROLL UP 23% FROM 1991**



9.25 million people visited Montana in 1998, spending an estimated \$1.52 billion in our state.

27,000 jobs in Montana are directly related to the travel trade—in hotels, restaurants, gas stations, retail stores and more.

Montana workers earned \$400 million in 1998 from jobs directly related to nonresident travel.

Source: Institute for Tourism and Recreation Research



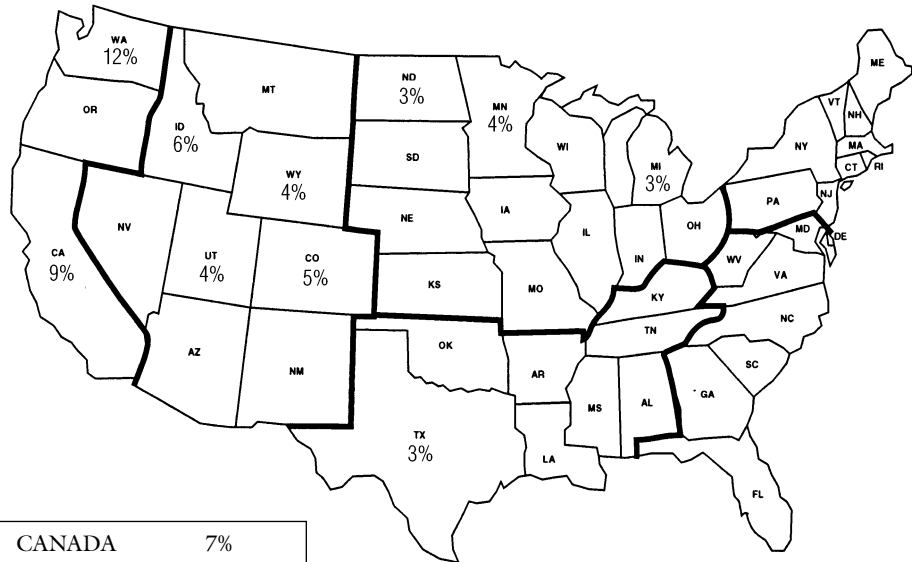
# FACTS ABOUT SUMMER VISITORS

Visitors to Montana represent every state and Canadian province and a minimum of 20 foreign countries. The Northwest represented the largest group of visitors (22 percent). Most nonresident summer visitors to Montana came from Washington state followed by California and Idaho.

## PERCENT OF VISITORS BY PLACE OF RESIDENCE (1996)

Residence	June - September
Washington	13%
California	9%
Idaho	6%
Colorado	5%
Other Countries*	5%
Alberta	3%
Wyoming	5%
Oregon	4%
Minnesota	4%
Utah	4%
Texas	3%
North Dakota	4%
Michigan	2%
Wisconsin	2%
Illinois	2%
Arizona	2%
Florida	2%
Nevada	2%
Other U.S.	21%
Other Canada	4%

\* Non-U.S., Non-Canada columns do not add to 100% due to rounding



CANADA	7%
Alberta	3%
Other Countries	5%

STATES WITH 3% OR MORE VISITATION INDICATED ON MAP. Totals may not add to 100% due to rounding.

## PURPOSES OF TRIP TO MONTANA

	Purposes of Trip	Primary Purpose		Purposes of Trip	Primary Purpose
Vacation	77%	49%	Recreational Shopping	9%	1%
Visit Friends/Family	31%	16%	Necessity Shopping	4%	1%
Passing through	31%	21%	Convention/Meeting	3%	2%
Business	10%	6%	Medical Reasons	2%	1%

## PRIMARY ATTRACTIONS

(visitors could only check one)

Glacier National Park	25%
Yellowstone National Park	22%
Mountains	12%
Fishing	6%
Open Space	6%
Uncrowded Areas	4%
Special Events	4%
Friendly People	3%
Other Specific Attractions	6%

## ATTRACTIONS TO MONTANA

(visitors could check as many as appropriate)

Mountains	51%	National Forest Area	15%
Yellowstone National Park	39%	Fishing	14%
Rivers	35%	Viewing Historic Sites	13%
Open Space	31%	Montana History	11%
Glacier National Park	31%	Native American culture	10%
Viewing Wildlife	28%	Wilderness	8%
Uncrowded Areas	27%	Other Attractions	8%
Lakes	26%	Northern Great Plains	6%
Friendly People	18%	Badlands	6%
Camping	19%	State Parks	6%
Hiking	15%	Special Events	4%

# NONRESIDENT WINTER VISITOR STUDY

## ALL REASONS FOR TRIP TO MONTANA

	Percent**
Vacation/Recreation/Pleasure	43%
Visit Family/Friends	36%
Just Passing Through	32%
Business	27%
Shopping	13%
Other Reasons	5%
Attending a Convention or Meeting	4%
Medical	2%

## PRIMARY REASON FOR TRIP TO MONTANA

	Percent*
Just Passing Through	32%
Vacation/Recreation/Pleasure	20%
Business	21%
Visit Family/Friends	18%
Other Reasons	4%
Shopping	2%
Attending a Convention or Meeting	1%
Medical	1%
<b>Total</b>	<b>100%</b>

## ALL ATTRACTIONS TO MONTANA

	Percent**
Mountains	61%
Open Space/Uncrowded Areas	51%
Visiting Family/Friends	36%
Downhill Skiing/Snowboarding	33%
Snowmobiling	31%
Wildlife	30%
Rivers/Lakes	27%
Yellowstone National Park	25%
Glacier National Park	14%
Visiting Historic Sites	9%
Montana History	9%
Hunting	8%
Cross-Country Skiing	7%
Northern Great Plains/Badlands	6%
Organized Sporting Event	5%
Native American Culture	5%
Other Attractions	5%

## PRIMARY ATTRACTION TO MONTANA

	Percent*
Downhill Skiing/Snowboarding	22%
Snowmobiling	20%
Visiting Family/Friends	20%
Open Space/Uncrowded Areas	14%
Mountains	8%
Yellowstone National Park	6%
Organized Sporting Event	2%
Other Attractions	2%
Rivers/Lakes	2%
Montana History	2%
Hunting	2%
Wildlife	1%
Native American Culture	1%
Cross-Country Skiing	<1%
Visiting Historic Sites	<1%
Glacier National Park	<1%
Northern Great Plains/Badlands	--
<b>Total</b>	<b>100%</b>

\* Percent total may not equal 100% due to rounding

\*\* Column totals more than 100% because visitor groups could choose more than one attraction

Source: Institute for Tourism and Recreation Research

<b>TRAVEL PARTY'S RESIDENCE</b>	<b>Percent*</b>
Washington	15%
North Dakota	14%
Idaho	11%
Wyoming	9%
Alberta	9%
Minnesota	6%
All Other U.S. States	28%
Canadian Provinces (excluding Alberta)	7%
Foreign Countries (excluding Canada)	<1%
<b>Total</b>	<b><u>100%</u></b>

\* Percent total may not equal 100% due to rounding

*Source: Institute for Tourism and Recreation Research*





# TRAVEL MONTANA

## MISSION STATEMENT

Travel Montana's mission is to strengthen Montana's economy through the promotion of the state as a vacation destination and film location. By maximizing the combined talents and abilities of its staff, and with guidance from the Governor's Tourism Advisory Council, Travel Montana strives to promote a quality experience to visitors while encouraging preservation of Montana's environment and quality of life.

Note: Alternative accessible formats of this document will be provided to persons with disabilities upon request.

An electronic version of this document is available at <http://travelmontana.state.mt.us/marketingplan>



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