

FY 2020  
MARKETING PLAN NARRATIVE





© AUGUSTUS NOVICH HAZER

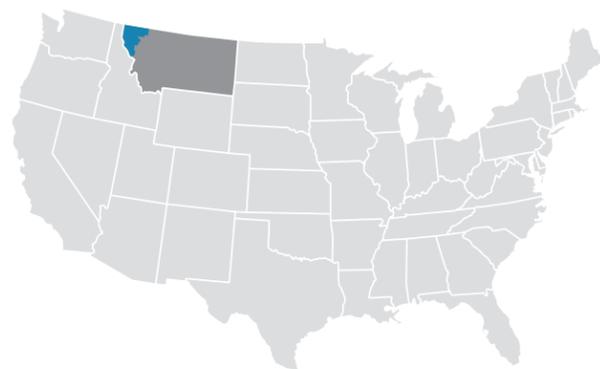
DESCRIBE YOUR DESTINATION (WHO YOU ARE, WHO YOU WISH TO ATTRACT AND WHY WOULD THEY COME) ADDRESSING YOUR STRENGTHS, OPPORTUNITIES AND POTENTIAL CHALLENGES.

HOW DOES YOUR DESTINATION ALIGN WITH MONTANA'S BRAND PILLARS?

WHO WE ARE AND WHO WE ATTRACT.

## ABOUT WESTERN MONTANA'S GLACIER COUNTRY

As our name implies, Glacier Country is home to the Crown of the Continent—Glacier National Park. Within the park, visitors can explore rolling foothills, celestial summits, wildflower-filled meadows and stunning 400-foot waterfalls as well as an extensive trail system. Anchoring the park is the Going-to-the-Sun Road. An engineering marvel and National Historic Landmark, the Going-to-the-Sun Road is one of the most scenic drives in the nation.



© NOAH COUSER

As the westernmost region of Montana, Glacier Country encompasses 75+ communities within the eight counties of Flathead, Glacier, Lake, Lincoln, Mineral, Missoula, Ravalli and Sanders.

- Geographic size: 22,000 square miles
- Population: 335,000
- Largest communities: Missoula, Kalispell, Whitefish and Hamilton
- Average February temperature: High of 39 degrees Fahrenheit and low of 31 degrees Fahrenheit
- Average July temperatures: High of 86 degrees Fahrenheit and low of 51 degrees Fahrenheit
- American Indian Tribes: Blackfeet, Kootenai, Pend d'Oreille, Bitterroot Salish
- Rural Corridors: Tour 200, I-90 Corridor, Bitterroot Valley, Flathead Corridor, Northeast Corridor, Seeley-Swan Corridor, Blackfoot Corridor, East Glacier Corridor, Glacier National Park Surrounding Area



© NOAH COUSER

Glacier Country Tourism's brand is firmly integrated with the Montana brand. Our offerings—specifically nature, communities and welcoming residents—blend together to provide services and experiences that help share our marketing messages, while effortlessly aligning with our three brand pillars.

- More spectacular unspoiled nature than anywhere else in the lower 48 states.
- Vibrant and charming small towns that serve as gateways to the state's natural wonders.
- Breathtaking experiences by day and relaxing hospitality at night.

More importantly, it is the many Montanans who deliver genuine and authentic experiences that help turn our first-time visitors into return visitors.

- We are simple, but not unsophisticated.
- We are confident, not arrogant.
- We are genuine, not old-fashioned.
- We are grounded, but not stuck in our ways.

Glacier Country is host to millions of visitors each year who have a variety of interests and characteristics.

- Leisure traveler
- Geo-tourist
- Active mature
- Families
- Repeat visitors to Montana
- Business
- Meetings and conventions
- Reunions and weddings
- Higher education
- Health care
- Winter enthusiasts

### AVERAGE LENGTH OF TRIP

**6.53**

nights  
5.76 nights prior year

**70%**

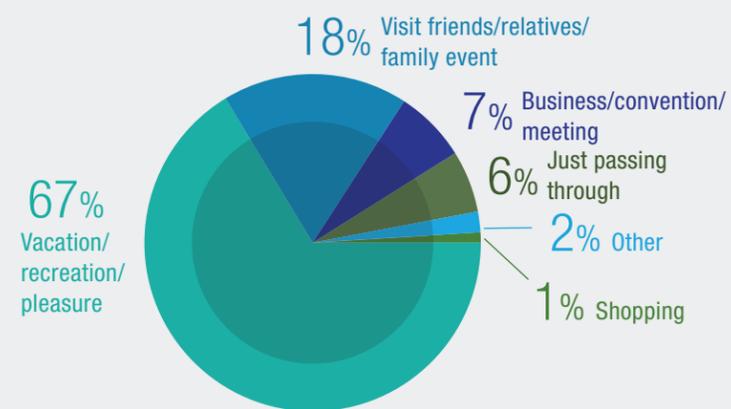
of nights spent in  
Glacier Country  
71% prior year

**10%**

of nights spent in  
Yellowstone Country  
13% prior year

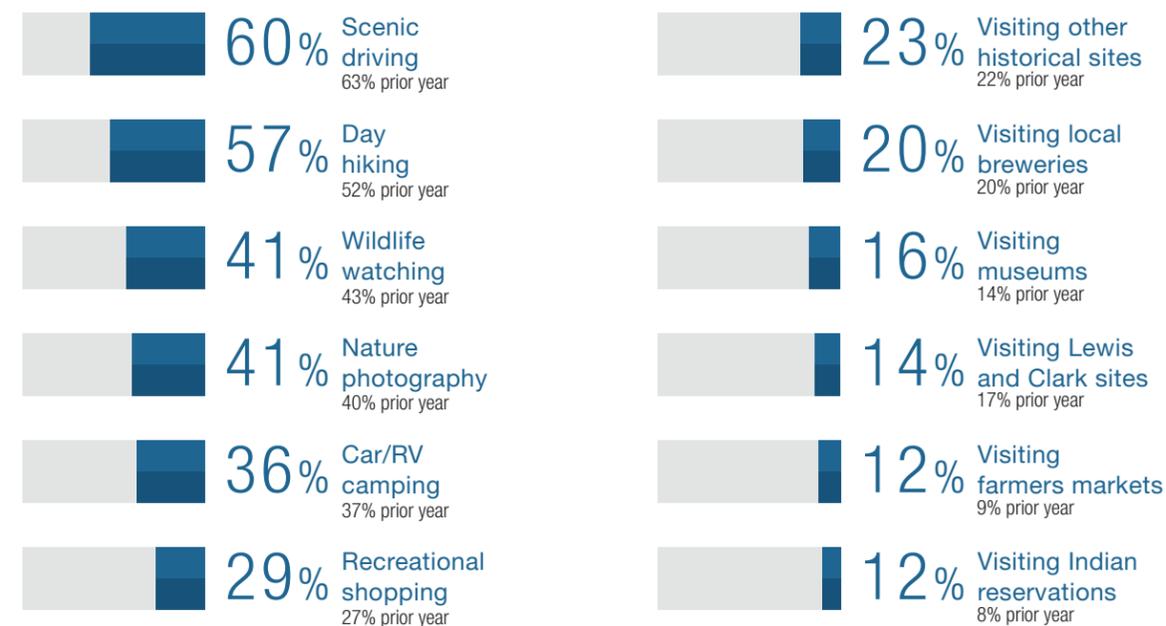
### PRIMARY REASON FOR TRIP

- |   |            |                |
|---|------------|----------------|
| 1. Vacation/recreation/pleasure         | <b>67%</b> | 55% prior year |
| 2. Visit friends/relatives/family event | <b>18%</b> | 21% prior year |
| 3. Business/convention/meeting          | <b>7%</b>  | 6% prior year  |
| 4. Just passing through                 | <b>6%</b>  | 15% prior year |
| 5. Other                                | <b>2%</b>  | 2% prior year  |
| 6. Shopping                             | <b>1%</b>  | 1% prior year  |

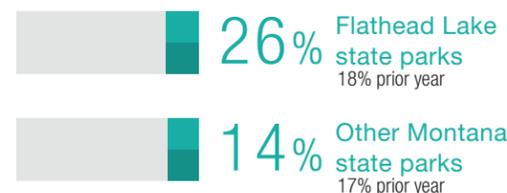
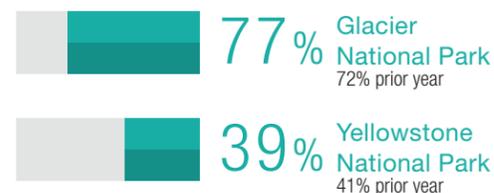


© NOAH COUSER

### ACTIVITIES WHILE ON TRIP



TOP SITES VISITED ON TRIP



GROUP CHARACTERISTICS



WHY THEY COME

Within the boundaries of Glacier Country exists an endless array of activities, from thriving arts and cultural offerings to exhilarating adventures and authentic western experiences surrounded by stunning cultural landscapes.



© CHRIS MCGOWAN

More spectacular unspoiled nature than anywhere in the lower 48 states

- Glacier National Park
- Rocky Mountains, with several smaller mountain ranges
- Geological features (Glacial Lake Missoula)
- Wildlife
- National Bison Range
- Montana state parks
- Bitterroot National Forest
- Bob Marshall Wilderness Complex (Great Bear, Bob Marshall and Scapegoat wildernesses)
- Cabinet Mountains Wilderness
- Kootenai National Forest
- Lolo National Forest
- Selway-Bitterroot Wilderness
- Lakes and rivers
- International Dark Sky Park designation, stargazing, northern lights



© NOAH COUSER

Vibrant and charming small towns that serve as gateways to our natural wonders

- Art galleries
- Artisan tours and events
- Explorer trails: Lewis and Clark, David Thompson, John Mullan
- Historic “red buses” of GNP
- Historic sites
- Historic St. Mary’s Mission
- Main-street businesses
- Museums
- Railroad history
- Shared border with Canada
- Theaters
- Two American Indian reservations/native culture and history

Breathtaking experiences by day and relaxing hospitality at night

- American Indian reservations
- ATVing
- Biking and cycling
- Bird-watching
- Boating
- Camping and RVing
- Dog sledding
- Downhill skiing
- Festivals/music
- Fishing
- Golfing
- Hiking
- Historic sites
- Horseback riding
- Kayaking and canoeing
- Montana state parks
- Motorcycle touring
- Mountain biking
- Nordic skiing
- Pow wows
- Rafting
- River surfing
- Rodeos
- Running events and competitions
- Scenic flights
- Skijoring
- Sleigh rides
- Snowmobiling
- Sportsman adventures
- Stand-up paddleboarding

Hospitality

- Blackfeet Community College
- Breweries
- Cideries
- Dining
- Distilleries
- Farm-to-table restaurants
- Farmers markets
- Flathead Valley Community College
- Meeting and convention space
- Missoula College
- Salish Kootenai College
- Special event venues (entertainment)
- University of Montana
- Visitor information centers
- Wedding venues
- Wineries

Abundant lodging and camping (independent, brand and boutique)

- Bed-and-breakfasts
- Bicycle accommodations
- Boutique accommodations
- Cabins
- Camping/RV
- Chalets
- Condominiums
- Glamping
- Hostels
- Hot springs
- Hotels and motels
- Lodges
- Ranches
- Resorts
- Tiny homes
- Tipis and yurts
- Treehouses
- University residence halls
- Vacation homes and short-term rentals

# STRENGTHS

As a travel destination, Glacier Country enjoys many distinct strengths. Building upon the ones previously mentioned, some additional major assets include:



## Brand pillars (previously detailed)

- Spectacular unspoiled nature
- Charming small towns and communities that serve as gateways to natural wonders
- Breathtaking experiences by day and relaxing hospitality at night

## Well-preserved cultural and heritage offerings

- Museum of the Plains Indian (Browning)
- Conrad Mansion Museum (Kalispell)
- Going-to-the-Sun Road (Glacier National Park)
- Libby Dam (Libby)
- Daly Mansion (Hamilton)
- Savenac Historic Tree Nursery (Haugan)
- St. Ignatius Mission (St. Ignatius)
- Sanders County Historical Museum (Thompson Falls)
- Historical Museum of Fort Missoula (Missoula)



## Partnerships

- Glacier Country Tourism benefits from a culture of collaboration among its many partners who work together to build awareness of Western Montana as an authentic destination, while adding value to the travel experience. These public and private partners include—but are not limited to—our historical heritage sites, arts and culture organizations, agritourism entities, businesses that locally source and produce products and services, transportation entities, destination marketing organizations, tribal nations, U.S. Forest Service, U.S. Fish & Wildlife Service, Bureau of Land Management, Montana State Parks, Glacier National Park and conservation associations.

## Seasonality

- The eight counties of our region see fluctuations in traveler numbers depending on the season and location.
- Overall, our region's high season is June through September. However, there is some variance among our eight-county region, and there are opportunities for growth throughout the 75+ communities in Glacier Country.

## Annual Glacier Country signature events

- The Event at Rebecca Farm (Kalispell)
- Huckleberry Festival (Trout Creek)
- Cabin Fever Days (Martin City)
- Skijoring World Championship (Whitefish)
- North American Indian Days (Browning)
- McIntosh Apple Day Festival (Hamilton)
- Missoula Marathon (Missoula)
- Rendezvous Days (Eureka)
- In the Footsteps of Norman Maclean Festival (Seeley Lake)
- Flathead Cherry Festival (Polson)
- Montana Spartan Race (Bigfork)
- Great Northwest Oktoberfest (Whitefish)
- 4th of July Celebration (Bigfork)
- Arlee 4th of July Celebration and Pow Wow (Arlee)
- River City Roots Festival (Missoula)
- Big Sky Documentary Film Festival (Missoula)



# RURAL CORRIDOR MARKETING PLAN

Glacier Country Tourism has a strategic marketing plan specific to its rural corridors. We identify nine corridors covering our smaller communities. Our marketing plan implemented in FY 2019, consists of development of a marketing opportunity packet to be used to educate our communities on Glacier Country Tourism, our benefits to communities and our benefits for partners.

The Glacier Country Tourism team will schedule at least one focused trip per year to each corridor that will include social coverage and a meeting with community members. We will also have an annual training and education event that will focus on our smaller communities and rural corridor promotion.

In addition to our education, outreach and training, Glacier Country Tourism reports quarterly on our marketing efforts for each corridor and launched a rural grant match program in 2019.

## Western Montana rural corridors:

- **Tour 200:** Dixon, Paradise, Plains, Thompson Falls, Trout Creek, Noxon, Heron, Hot Springs
- **I-90 Corridor:** Frenchtown, Huson, Alberton, Superior, St. Regis, De Borgia, Haugan, Saltese
- **Bitterroot Valley:** Lolo, Florence, Stevensville, Victor, Corvallis, Hamilton, Darby, Conner, Sula
- **Flathead Corridor:** Arlee, Ravalli, St. Ignatius, Moiese, Charlo, Ronan, Pablo, Polson, Big Arm, Elmo, Dayton, Proctor, Rollins, Lakeside, Somers
- **Northwest Corridor:** Marion, Kila, Libby, Troy, Yaak, Rexford, Eureka, Fortine, Trego, Stryker, Olney
- **Seeley-Swan Corridor:** Bigfork, Ferndale, Swan Lake, Condon, Seeley Lake
- **Blackfoot Corridor:** Bonner, Clinton, Greenough, Ovando
- **East Glacier Corridor:** Browning, Cut Bank, East Glacier Park
- **Glacier National Park Surrounding Area:** Babb, Columbia Falls, Coram, East Glacier Park, Essex, Hungry Horse, Martin City, Polebridge, St. Mary, West Glacier

## CHALLENGES

Glacier Country Tourism takes a broad-based approach to addressing the challenges encountered in our region. It's important to note that not all of these challenges can be changed by Glacier Country Tourism. Instead, we take an informational approach and stay informed on the latest issues and engage available resources when possible and appropriate. These resources include accuracy in our marketing messages and imagery used; staying abreast of new marketing trends and opportunities; maintaining a positive tone and message in our publicity and social media efforts; working with our partners to understand the concerns and impacts our industry has at a local, statewide and national level; and assisting financially when possible, while knowing that our ultimate mission is to create demand for the tourism product our businesses and communities supply.

### Identified Challenges

1. Airline challenges
  2. Changing landscape
  3. Crisis outreach and traveler education
  4. Economy
  5. Emerging markets
  6. Glacier National Park and public lands infrastructure and maintenance issues
  7. International issues
  8. Market competition
  9. Over-capacity visitation of Glacier National Park in peak season (visitor expectations, infrastructure, change in approach to marketing visitation during those times, messaging around capacity limits for visitors and road/trail closures)
  10. Perception of Glacier National Park being closed when the Going-to-the-Sun Road isn't open in its entirety
  11. Perception of remote location
  12. Public transportation
  13. Shared economy accommodations
  14. Smoke and wildfire
  15. Technology – algorithms for social media and search engines
  16. Federal government closures
  17. Destination marketing funding
  18. Weather
1. **Airline challenges** – Glacier Country has experienced a fluctuation in capacity. Through a concerted and collective effort, we are seeking additional airlines and flights from key markets coming into the area while still maintaining the current level of availability by increasing capacity through additional hubs. While direct-flight options have increased, competitive pricing remains a challenge.
  2. **Changing landscape** – The greenhouse effects on the melting glaciers in Glacier National Park continue to come under the spotlight as environmental conservation agencies petition to have the Waterton-Glacier International Peace Park declared an endangered World Heritage Site. This coverage may give travelers the impression there is nothing left to see in Glacier National Park, and we have had some travelers express concern over not being able to see the “disappearing” glaciers. We hope to continue our efforts to change the perception that instead of visiting Glacier National Park to “see the glaciers,” visitors are coming to “see the glacial-carved terrain” created thousands of years ago by massive glaciers that covered our landscapes. On the other end of the spectrum, wildfires also impact the shape of the land and public perception with immense acreage that has been blackened in the middle of heavily forested areas. Smoky skies from fires near and far can also keep visitors at bay.
  3. **Crisis outreach and traveler education** – It is important to have a crisis plan in place and be prepared. It's impossible to predict where a crisis will occur, how great an impact it will have on tourism or how much of the Glacier Country marketing budget and resources it will consume. For example, a fire that closes the Going-to-the-Sun Road for even a day is far more damaging to tourism than one that burns deep in the Cabinet Mountains Wilderness. Glacier Country is prepared for such crises by working in advance with Montana Office of Tourism and Business Development, U.S. Forest Service, National Park Service, Department of National Resource Conservation, Bureau of Land Management and other regions and CVBs, as well as the Governor's Office, to create an action plan on how we will help mitigate traveler concerns in the event of a crisis. Concerns over the melting glaciers in Glacier National Park and potential for flooding and forest fires could escalate into a media crisis, so it is vital to annually review our crisis plans and be prepared to implement them.



© ANDY AUSTIN

## OUR ULTIMATE MISSION IS TO CREATE DEMAND FOR THE TOURISM PRODUCT OUR BUSINESSES AND COMMUNITIES SUPPLY.

4. **Economy** – Tourism businesses continue to be concerned with changes in the economy, especially with the ever-fluctuating exchange rates in the Canadian marketplace. The price of oil per barrel and economic ebbs and flows have visitors choosing other destinations or impacting budget for travel, shifting how they spend their vacation dollars.
5. **Emerging markets** – With the recent opening of travel from certain countries, particularly in the Northern Hemisphere Pacific Rim, some of our partners across the state and in Wyoming have encountered cultural conflicts with visitors from this region. We are working with partners in our region to help mitigate these challenges and adapt to welcome our overseas visitors in the best way possible, creating a positive experience for the visitor and product/service providers through educational outreach programs.
6. **Glacier National Park and public land infrastructure and maintenance issues** – Public land infrastructure repairs, reconstruction, late openings, limited parking and unpredictable weather events result in seasonal impacts. Limited agency funding could result in additional infrastructure impacts. Public relations and outreach will be key factors for keeping the public informed about year-round services and activities in and around our federal and state public land recreation areas.
7. **International issues** – The security at the Montana/Canadian border as well as situations overseas impact the international tourist's desire to travel. Currency fluctuations (actual or perceived), documentation requirements and security guidelines create uncertainty and increase competition of international destinations.
8. **Market competition** – Surrounding areas like Wyoming, California, Canada, Colorado and Utah have strong marketing efforts and provide comparable visitor experiences to attract visitors who are considering a western Rocky Mountain state destination for their vacation.
9. **Visitor capacity** – Some areas of Montana are nearing or are at capacity during peak visitation months, specifically Glacier and Yellowstone national parks. Last year, both destinations experienced large numbers of visitors at various sites, which resulted in overflowing parking lots, a higher number of medical emergencies than normal and not enough lodging or campsites to accommodate everyone. Working together with park officials and other partners, we are thinking strategically about how to modify our pre-planning messaging and also help visitors who are already here find alternative places to go within the region and things to do until the sites they want to see are less busy. Our marketing and publicity efforts around Glacier National Park are now exclusively focused on shoulder-season months. Our rural corridor marketing initiative will also help support travel to our smaller communities surrounding the park and throughout the region.



© NOAH COUSER

10. **Perception of Glacier National Park being closed when the Going-to-the-Sun Road isn't open in its entirety** – Many of our travelers think that Glacier National Park is only open during the summer season, particularly when the Going-to-the-Sun Road is open. Glacier Country Tourism is actively working through public relations, newsletters, our travel guide, social media and our website, as well as our call center, to aggressively promote the fact that Glacier National Park is a year-round destination.
11. **Perception of remote location** – One of Glacier Country's greatest assets is our "get away from it all" location, but the perception of our destination as remote is also one of our liabilities. Urban visitors perceive wide-open spaces, wildlife, driving distances and basic services (such as medical, emergency and technology) as limited or intimidating.
12. **Public transportation** – Although we have key modes and providers of transportation within our larger communities, much of our region has limited means of public transit between cities and area attractions.
13. **Shared economy services** – The sharing economy has exploded in recent years thanks to consumers' increased awareness of idle assets. Consumer-to-consumer vacation rentals and ride-share bulletin boards have been around for years, but efficient online payments and trust in e-commerce have made asset and service sharing into a viable alternative for the mainstream. Shared economy services now operate on such a scale that they are matching mainstream hotels and transportation companies in convenience and usually beating them on price. In Montana, these services pose increasing challenges to workforce housing, housing affordability and adherence to state and local laws and ordinances.
14. **Smoke and wildfire** – According to the Institute for Tourism and Recreation Research University of Montana's report, The Montana Expression 2017: 2017's Costly Fire Season, "There is strong indication that the 2017 fire season may become more of the norm rather than an unusually extreme event. Therefore, developing a sound understanding of the ramifications such changes create within the peak of Montana's tourism season is a vital component of proactively adapting to and mitigating the consequences of living in an era of increased fire activity." We must work together to prepare annually for smoke and wildfire with a thoughtful and cohesive strategy to ensure a safe and positive travel experience for our visitors while helping our businesses and communities weather the impacts of potential closures to outdoor recreation areas.

15. **Technology algorithms for social media and search engines** – Brand marketing is increasingly responding to algorithm changes from the likes of google, facebook, instagram and twitter. For destination marketing organizations that have a social strategy and a content strategy, our brand is being shown on all these platforms. If we don't know how many people we're actually reaching, or when, we're at the mercy of the algorithm. Google alone made over 500 algorithm changes in 2017. Facebook, instagram and twitter also made sweeping changes that significantly altered engagement and reach, which makes it necessary to constantly evaluate and adjust our strategy for creating, capturing and posting quality content that is consumed by our audience.



© NOAH COUSER

16. **Federal government closures** – Increases in frequency and length of federal government shutdowns in recent years have and will continue to affect infrastructure and public perception of Glacier National Park. Public relations and outreach will be key factors for keeping the public informed about year-round services and activities in and around our federal and state public land recreation areas.
17. **Destination marketing funding** – Destination marketing is highly competitive. Not only do the western United States and Canada have similar tourism products, but so do countries across the world with bigger marketing budgets to keep their destinations top of mind to potential visitors. Protecting the 4% lodging facility use tax used for tourism promotion remains a constant struggle. Montana's promotion funding must remain (at minimum) at current levels or increase for us to continue to bring new travel dollars into our communities.
18. **Weather** – Unpredictable weather nationwide, wildfires and snow levels could have repercussions on the yearlong travel season.

**GLACIER COUNTRY TOURISM FULLY INTEGRATES THE MONTANA BRAND.**

As outlined in our STRENGTHS, Glacier Country Tourism fully embraces the Montana brand pillars of spectacular beauty, exhilarating adventures by day and relaxing hospitality at night. We highlight unique adventures and local flavors that appeal to the visitor looking for an authentic Montana experience paired with truly local hospitality.

In our outreach efforts, we follow Montana’s guidelines of big, expansive photography that tells the Montana story. We support the spectacular landscape with subsets of charming towns, approachable activities and distinctive things to see and do.

**HOW WILL OUR MARKETING PLAN ADDRESS THE THREE PHASES OF THE TRAVEL DECISION PROCESS IN INSPIRATION, ORIENTATION AND FACILITATION?**

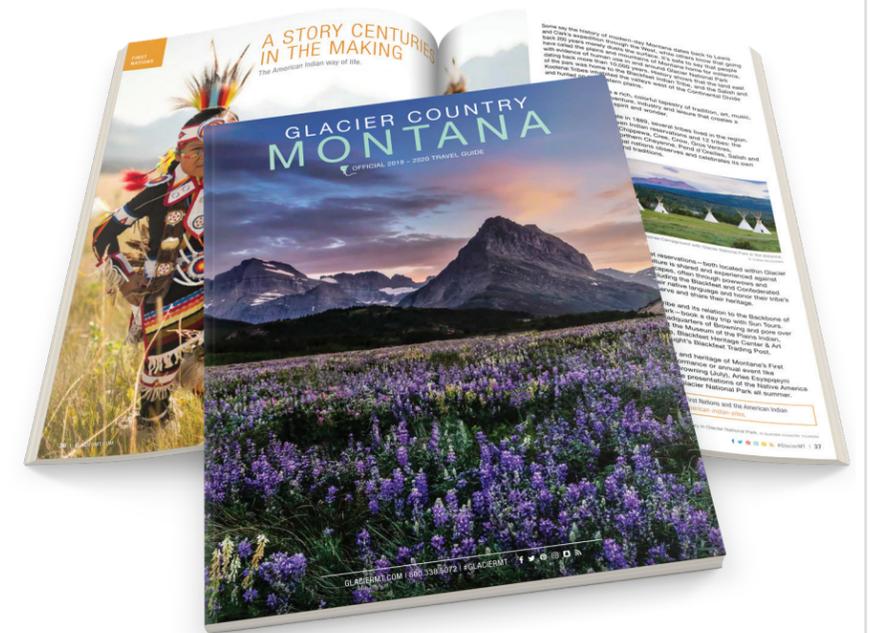
According to the Preliminary 2018 Biennial Edition of The Economic Review of the Travel Industry in Montana (developed by ITRR—the Institute for Tourism & Recreation Research), more than 12.2 million travelers spending an estimated \$3.70 billion chose Montana as their travel destination.

Their primary reasons for visiting Montana were mountains and forests, Glacier and Yellowstone national parks, open space and uncrowded areas. They also enjoyed day hiking, wildlife watching and nature photography.

Glacier Country Tourism’s process of inspiration, orientation and facilitation is based upon our beautiful landscapes and ample amenities found throughout Western Montana. The key to inspiration lies within our stunning imagery that we include in all creative content, from print ads to digital placements and social media outreach to our travel guide. We start by making an emotional connection with the potential visitor and then provide them with the tools they need to take that first step toward action, i.e., planning a trip to Western Montana’s Glacier Country.

**Inspiration**

- Consumer and business-to-business advertising – print/digital
- Consumer and business-to-business social media – facebook, pinterest, twitter, instagram, linkedin, snapchat, blog
- Travel shows
- Trade shows
- Publicity
- FAM tours



Glacier Country Tourism provides several ways to learn more about the region, making orientation intuitive by reaching people in the way they want to interact. We make it easy to fulfill their quest for knowledge through ordering a travel guide from a print ad offer, clicking a banner ad to take them to a landing page on the website specific to their interests or engaging in a social media conversation that appeals to their sense of community.

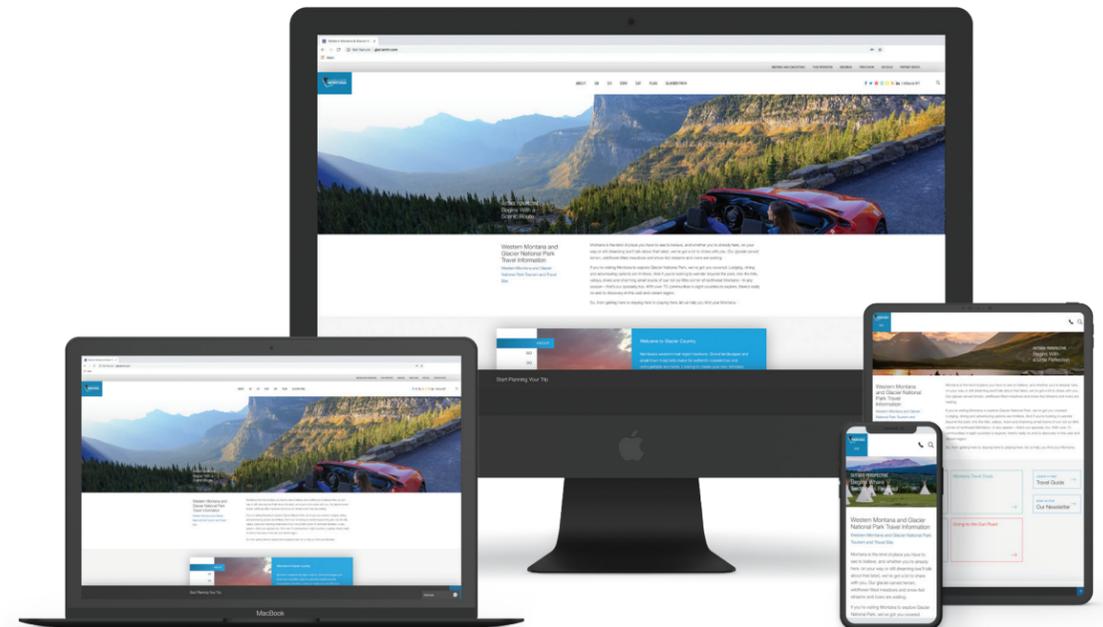
**Orientation**

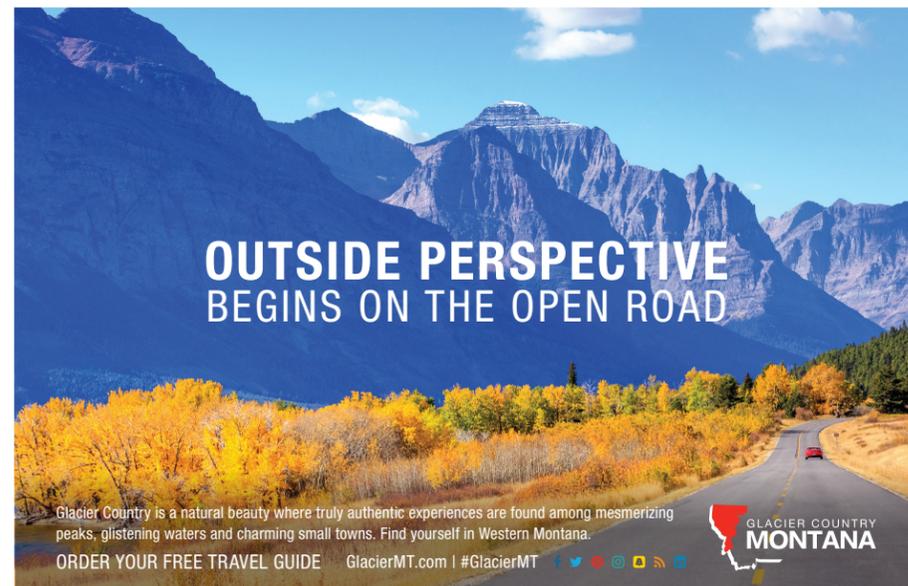
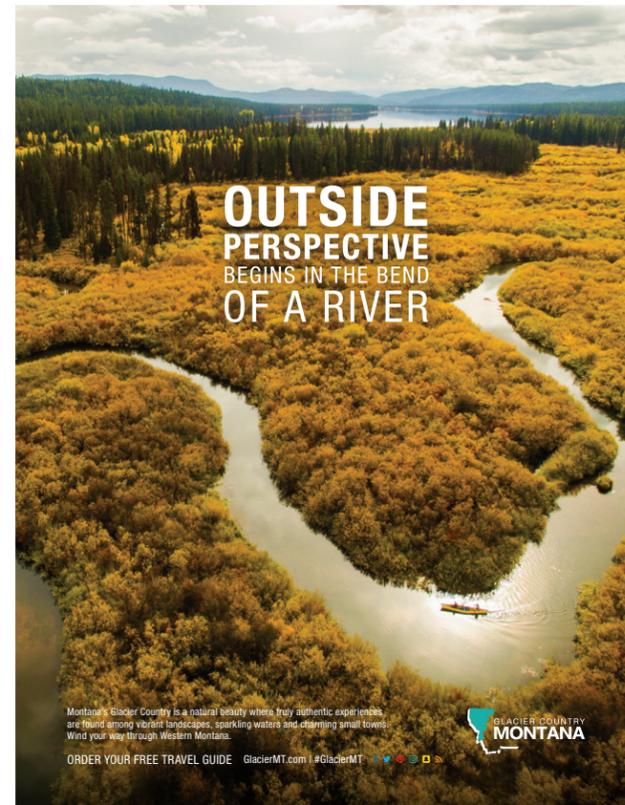
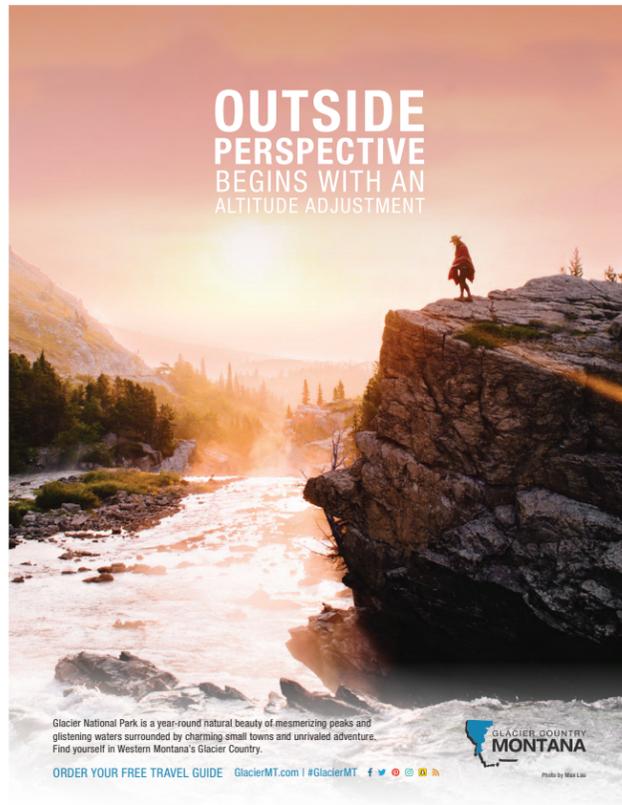
- Iconic/expansive imagery
- Creative messaging
- Alignment with the Montana brand
- Call to action
- Contact information

We want facilitation to be easy and enjoyable. We have several hands-on ways for our visitors to plan their trips. The Glacier Country Travel Guide and website offer information on a wide variety of things to do, places to stay and ways to get here. Visitors can then narrow down with partner deals and contact information to plan their experiences one-on-one with experts on the ground here in Montana. For more comprehensive step-by-step guidance, Glacier Country Tourism has a call center staffed with trained professionals who are available via live chat, email or phone for visitor assistance.

**Facilitation**

- Website(s)
- Call center
- Visitor information center support
- Travel guide
- Partner travel deals
- Social media
- Digital and content strategies





WHO IS YOUR MARKET?

DEFINE YOUR TARGET MARKETS (DEMOGRAPHIC, GEOGRAPHIC AND PSYCHOGRAPHIC)

GEOGRAPHIC TARGETS

- California (Los Angeles and San Francisco)
- Washington (Seattle)
- Illinois (Chicago)
- Oregon (Portland)
- Minnesota (Minneapolis)
- Texas (Houston and Dallas)
- International

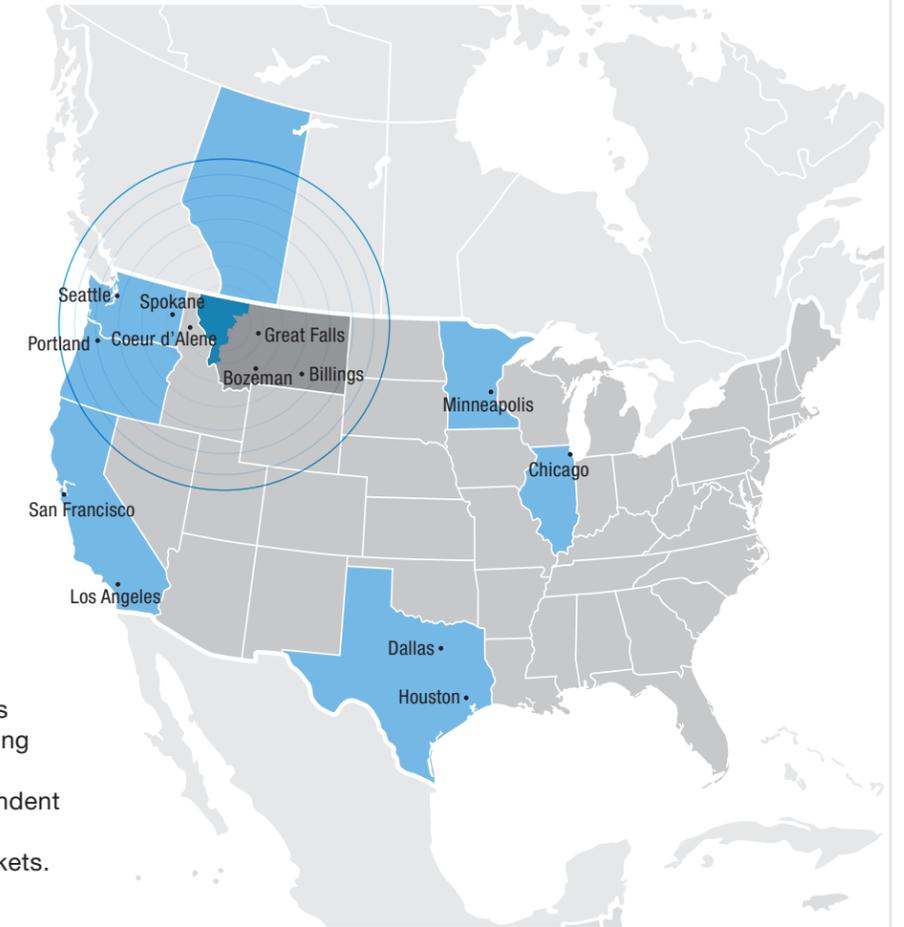
REGIONAL DRIVE TARGET MARKETS

(all geographic areas within 600 miles of Glacier Country)

- Spokane/Coeur d'Alene
- Alberta
- In-state (Billings, Bozeman, Great Falls)

OTHER TARGET MARKETS

- Additional areas as opportunities arise or markets emerge according to marketing analytics including international FIT (foreign independent travel). We will look deeply at all existing or new direct-flight markets.



DEMOGRAPHIC TARGETS



**Individuals** – Mid-30s+, HHI \$50,000, active and affluent, take at least two vacations per year, may be traveling in groups of two or more



**Mature geo-traveler couples** – 55+, HHI \$70,000, active and affluent, high-value low-impact couples, may be traveling as groups with other friends and/or extended family



**Families** – Multigenerational travelers, 1+ children, HHI \$75,000, active and affluent

*Note: We are building upon the national program "Every Kid in the Park" to engage youth in Glacier National Park. Specifically, fourth graders will have free access to America's National Park System during the 2019 – 2020 school year.*

PSYCHOGRAPHIC TARGETS

- Authentic experiences – shopping, local cuisine, breweries, distilleries, relaxing spa getaways, western offerings
- Outdoor recreation – hiking, biking, camping, skiing, snowmobiling, water sports, golfing, fishing, wildlife viewing, RVing, motorcycling, road tripping
- Culture – history, galleries, museums, theaters, festivals, music, photography
- Adventure – experiential, independent, low-impact

OTHER TARGETS

- Repeat visitors to Montana
- Health care
- Higher education
- Destination weddings
- Reunions
- Meetings and conventions
- FIT and group tours

WHAT ARE YOUR EMERGING MARKETS?

- Ohio
- New York City
- Pennsylvania
- Direct-flight markets to and from our region

WHAT RESEARCH SUPPORTS YOUR TARGET MARKETING?

- Montana Office of Tourism and Business Development research
- Website analysis
- Call center activity
- Consumer marketing market analysis
- nSight
- Institute for Tourism & Recreation Research
- Trade show feedback
- Meeting and convention follow-up
- Professional association research
- Meltwater and Klear
- American Bus Association
- Destination Marketing Association International
- National Tour Association
- Rocky Mountain International
- U.S. Travel Association
- Adventure Travel Trade Association
- Family Travel Association
- Destination Analyst
- Arrivalist
- VisaVue
- Smith Travel Reports (STR)
- Bed tax revenue
- Destination Think!
- Skift

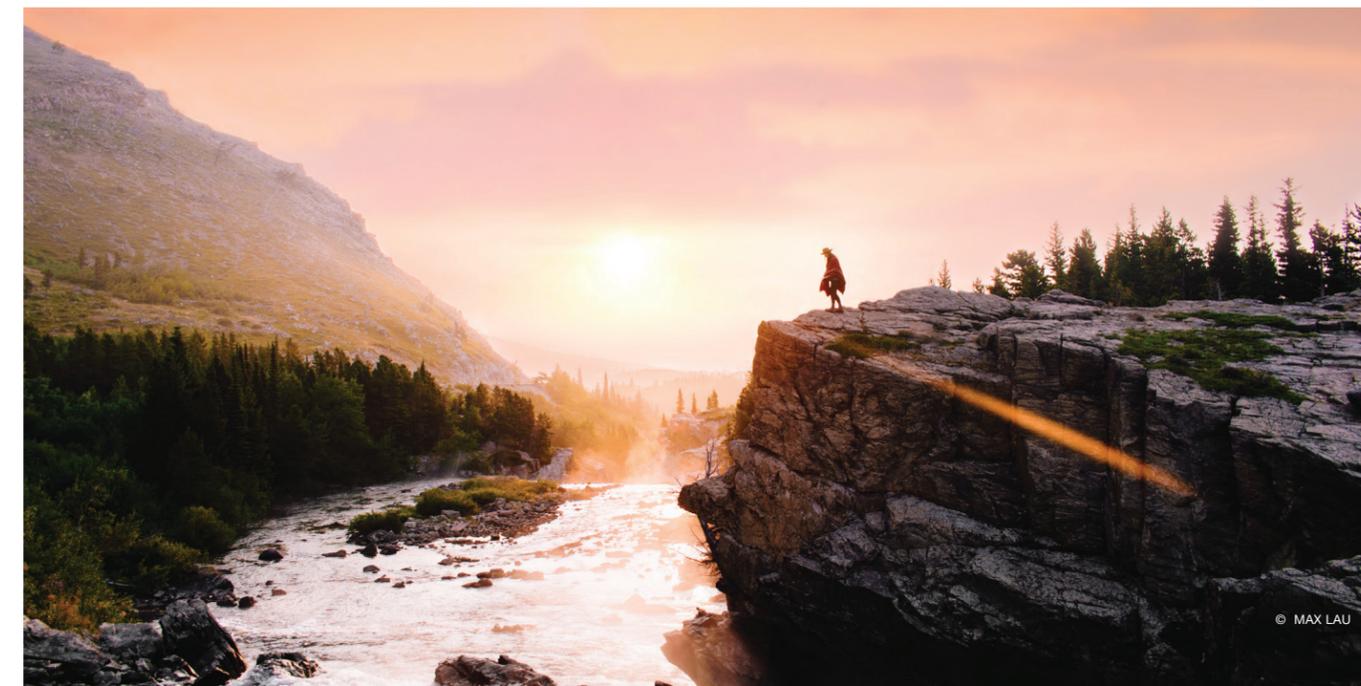
Glacier Country tries to align our markets, when appropriate, with the key markets for the Montana Office of Tourism and Business Development, as well as key markets for our convention and visitor bureaus and other public and private partners. We also reference the data collected from our call center and webpage. We have seen continued digital visitation and inquiry growth from California and Texas, as well as visitor demographics as supported by ITRR’s quarterly visitor surveys.



GOALS

Glacier Country’s primary marketing goals are:

1. Raise awareness of Glacier Country as a recognized tourism destination in identified markets and audiences.
2. Increase visitation among resident, nonresident, domestic and international travelers. This includes:
  - Attracting new travelers
  - Encouraging current travelers to visit more often
  - Encouraging current travelers to stay longer
  - Encouraging awareness of packaging opportunities
  - Soliciting meetings and conventions
  - Soliciting packaged travel markets (group tours and FIT)
  - Positioning ourselves as a resource for information
  - Working with the Montana Film Office to solicit film industry productions
3. Increase visitation year-round (especially shoulder and winter seasons).
4. Continue emphasis on cultural attractions found throughout Glacier Country, including our Indian nations, historic sites, museums, etc.
5. Continue to identify inquiries to convert them to visitors by capturing names for database marketing.
6. Continue marketing efforts that highlight Glacier Country’s charming small towns/communities and amenities, cultural offerings, tribal history, historical aspects, natural resources, tourism attractions and our welcoming atmosphere.
7. Raise awareness and understanding of Glacier Country Regional Tourism Commission within the region through positive publicity and community outreach.
8. Cooperate with other tourism organizations such as Discover Kalispell, Destination Missoula and Explore Whitefish, chambers of commerce, TBIDs, arts organizations, Glacier National Park, Crown of the Continent Geotourism Council, Montana Office of Tourism and Business Development, Montana Film Office, tribal partners, other tourism regions and neighboring states and provinces, as well as other organizations and private businesses that share mutual goals and objectives.
9. Provide supportive public education about Glacier National Park issues by cooperating with all tourism partners including Glacier National Park, Montana tourism regions, Montana Office of Tourism and Business Development, convention and visitor bureaus, TBIDs and chambers of commerce, as well as local, regional, national and international media.
10. Continue targeted visitor appeals in Glacier Country Tourism’s marketing strategy, specifically relating to the Montana Tourism Recreation Strategic Plan.
11. Incorporate Montana Office of Tourism and Business Development’s branding initiative into our various marketing projects.
12. Encourage visitors to share their experience through emerging technologies and tools, such as social media.
13. Increase focus on and implementation of the rural marketing initiative.



# OBJECTIVES

**1 INCREASE OVERALL CONSUMER RESPONSE BY 2% OVER FY 2019**  
 2% increase will require our consumer response reach goal at 1,707,000 or by an additional 33,500

**2 INCREASE ELECTRONIC RESPONSE BY 2% OVER FY 2019**  
 2% increase will require our electronic response reach goal at 1,609,000 or by an additional 32,000

**3 MAINTAIN SOCIAL MEDIA REACH FROM FY 2019**  
 Maintenance of our social media reach goal would set our goal at 14,600,000

**4 INCREASE SOCIAL MEDIA AUDIENCE BY 2.5% OVER FY 2019**  
 2.5% increase will require our social media audience reach goal at 369,000 or by an additional 9,000

**5 INCREASE USE OF RESPONSIVE WEBSITE BY 2% OVER FY 2019**  
 2% increase will require our webpage use reach goal at 1,470,000 or by an additional 29,000

**6 INCREASE OUR CONSUMER LEAD DATABASE BY 2% OVER FY 2019**  
 2% increase will require our consumer database reach goal at 788,650 or by an additional 15,500



**7 INCREASE OUR TRADE SHOW DATABASE BY 4% OVER FY 2019**  
 4% increase will require our trade show database reach goal at 1,550 or by an additional 45

**8 MEDIA STORIES TO INCREASE BY 2% OVER FY 2019**  
 2% increase will require our direct earned media reach goal at \$1.4 million or by an additional \$41,000

**9 FUND CHAMBER/VISITOR INFORMATION CENTERS AT UP TO \$4,000 PER PROJECT FROM MEMORIAL DAY TO LABOR DAY 2019 TO BETTER INFORM AND ENCOURAGE VISITORS TO STAY LONGER IN WESTERN MONTANA'S GLACIER COUNTRY**

**10 INCREASE CONSUMER AND GROUP SUGGESTED ITINERARIES BY TWO**

**11 REVENUE INDICATORS FOR PERFORMANCE**  
**INCREASE BED TAX REVENUE BY 3%**  
 3% increase will require our total collected bed tax reach goal at \$9,200,000 or by an additional \$260,000  
**INCREASE REVPAR BY 1.5% (STR)**  
 Data monitoring within the Glacier Country region began July 1, 2018



© CALEB BRAYNE

## COOPERATIVE/JOINT VENTURE OPPORTUNITIES

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

We are open to joint venture efforts for leisure advertising, publicity, film, group tour, meetings and conventions and international FIT. We are currently working with MOTBD on several projects and look forward to seeing what we can accomplish together in the coming year. We find the most effective joint ventures with Montana Office of Tourism and Business Development are through publicity, international, group tours and meetings and conventions. In FY 2019, Glacier Country committed \$50,000 to projects with bed tax funded organizations but spent a total of \$128,200.

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

We are actively planning and participating in future cooperative and joint venture tourism sales, publicity, research and advertising projects with regions and CVBs to explore multiple ways to partner.

Glacier Country joined with Yellowstone Country on a couple joint ventures specific to Western Montana. The Glaciers to Geysers campaigns have been incredibly successful and partners within our regions are thrilled with the results. Glaciers to Geysers is a niche market website supported with paid advertising that blurs the lines between the two regions, catering to visitors who do not understand the geographic boundaries of our state. Snowmobiling and motorcycle tours were the first segments covered and we have planned for two or three more in FY 2020.



© COLTON STIFFLER

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

Glacier Country has participated heavily with our partners in cooperative ventures over the last several years.

FY 2016 = \$92,000 (actual)  
 FY 2017 = \$50,000 (actual)  
 FY 2018 = \$75,000 (actual)  
 FY 2019 - \$128,000 (actual)

The Glacier Country Cooperative Marketing Grant Program (GCCMGP) was launched in 2019 with a budget of \$40,000. It was designed to provide matching expense reimbursement funding for projects to promote an area or event on a cooperative basis with a nonprofit tourism-related organization. The intent of this program is to encourage the development of new or expanded marketing projects, thereby increasing the tourism appeal of the city or region to nonresident visitors.

These amounts vary year to year based on what opportunities arise. For the most part, we feel the joint ventures we've had in the past have been successful. We believe mixed media advertising is the key to a successful plan, and we weigh each placement based on goals and expectations. In this day of rapidly changing marketing methods—especially in the digital era—we must do our best to make solid decisions and track accordingly. We measure effectiveness based on:

- Return on investment
- Brand support
- Community/partner outreach and support

# MARKETING METHOD BUDGET

MARKETING SEGMENT	MARKETING METHOD	FY 2020	
		LODGING TAX FUNDED BUDGET	PRIVATE BUDGET
Consumer	Opportunity Marketing	\$40,000	-
Consumer	Joint Ventures	\$50,000	-
Consumer	Cooperative Marketing/ Rural Marketing Grants	\$40,000	-
Consumer	Agency Services	\$180,000	\$20,000
Consumer	Photo Acquisition/ Still + Video	\$35,000	-
Consumer	Social Media Advertising	\$30,000	-
Consumer	Multimedia Advertising	\$280,000	-
Consumer	Electronic Advertising	\$35,000	-
Consumer	Travel Shows	\$1,000	-
Consumer	Webpage Advertising	\$100,000	\$70,000
Consumer	Sweepstakes	\$15,000	\$1,000
	<b>Consumer Total</b>	<b>\$806,000</b>	<b>\$91,000</b>

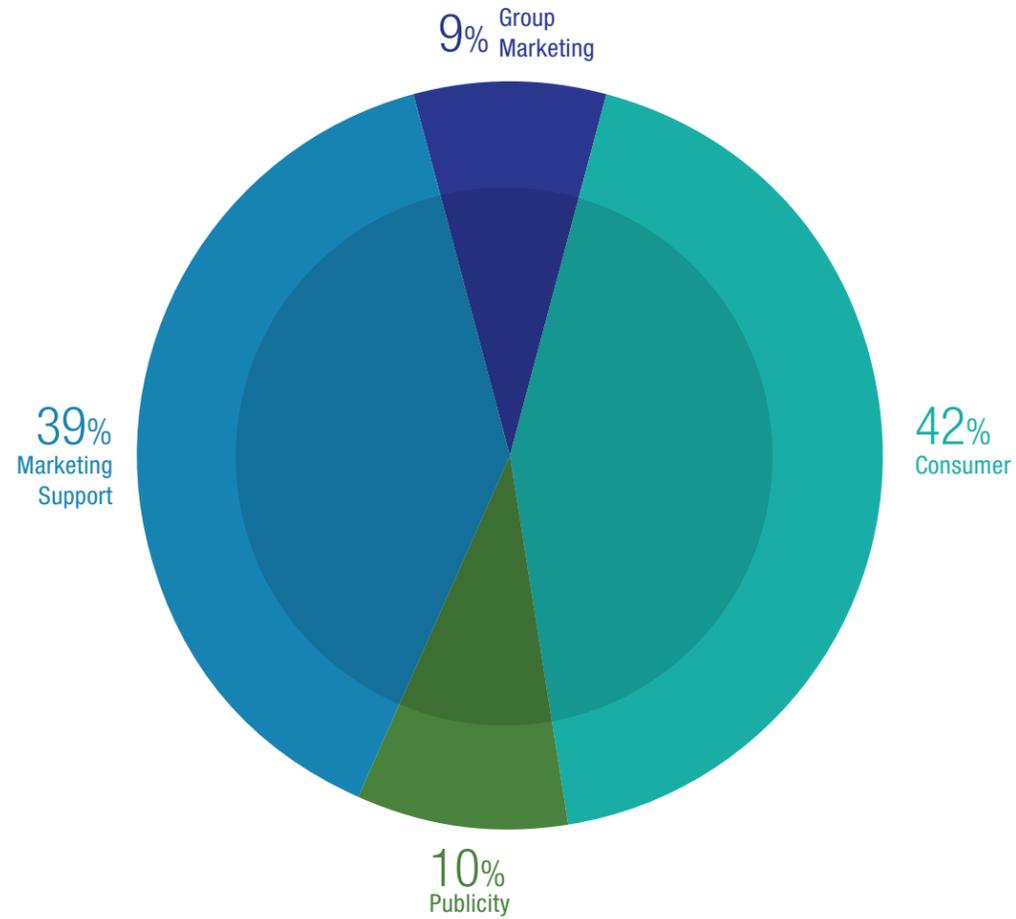
MARKETING SEGMENT	MARKETING METHOD	FY 2020	
		LODGING TAX FUNDED BUDGET	PRIVATE BUDGET
Group Marketing	Group Marketing Personnel	\$64,000	-
Group Marketing	Trade Shows	\$45,000	\$500
Group Marketing	FAM Trips	\$20,000	\$2,000
Group Marketing	Partner Support/RMI	\$8,000	-
Group Marketing	Multimedia Advertising/ RMI + BrandUSA	\$30,000	-
	<b>Group Marketing Total</b>	<b>\$167,000</b>	<b>\$2,500</b>

MARKETING SEGMENT	MARKETING METHOD	FY 2020	
		LODGING TAX FUNDED BUDGET	PRIVATE BUDGET
Marketing Support	Administration	\$380,000	30,000
Marketing Support	TAC/Governor's Conference Meetings	\$2,000	-
Marketing Support	Professional Development	\$15,000	-
Marketing Support	DMAI	\$3,000	-
Marketing Support	Marketing Personnel/ Marketing Assistant	\$42,000	-
Marketing Support	Outreach/Workshops	\$5,000	\$500
Marketing Support	Outreach/Customer Experience Training	\$10,000	-
Marketing Support	VIC Funding	\$45,000	-
Marketing Support	Fulfillment/Telemarketing	\$145,000	\$118,000
Marketing Support	Research/Meltwater + Klear + Skift + nSight + Other	\$35,000	-
Marketing Support	Printed Material	\$1,000	-
Marketing Support	Partner Support/Voices of MT Tourism	\$5,000	-
Marketing Support	Partner Support/ Simpleview + Submittable	\$22,000	-
Marketing Support	Promotional Items	\$10,000	-
Marketing Support	Digital Asset Management/Barberstock	\$15,000	-
	<b>Marketing Support Total</b>	<b>\$735,000</b>	<b>148,500</b>

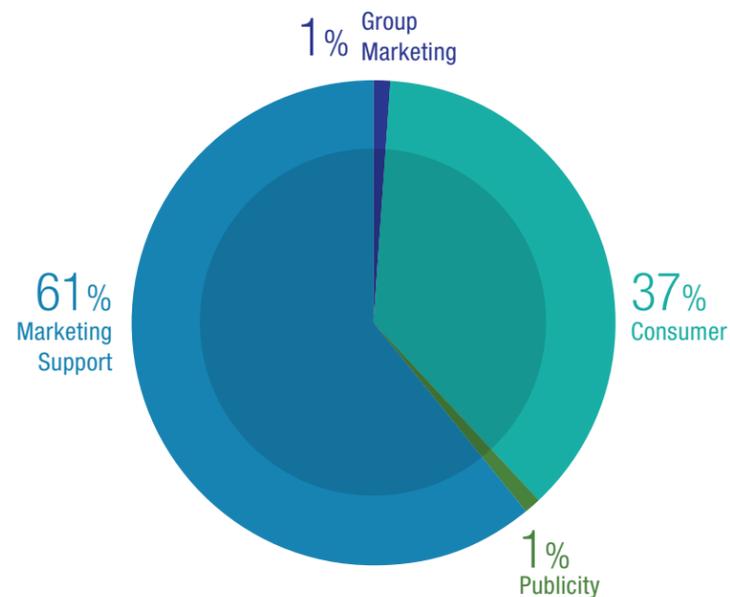
MARKETING SEGMENT	MARKETING METHOD	FY 2020	
		LODGING TAX FUNDED BUDGET	PRIVATE BUDGET
Publicity	Marketing Personnel - PR/Communication	\$62,000	-
Publicity	FAM Trips	\$22,000	\$1,000
Publicity	Trade Shows (IMM + IPW + TBEX)	\$12,000	-
Publicity	Press Trips	\$70,000	\$1,000
Publicity	Promotion/ Media Outreach	\$25,000	-
Publicity	Crisis Management	\$1,000	-
	<b>Publicity Total</b>	<b>\$192,000</b>	<b>\$2,000</b>

		FY 2020	
		LODGING TAX FUNDED BUDGET	PRIVATE BUDGET
<b>TOTAL BUDGET</b>		<b>\$1,900,000</b>	<b>\$244,000</b>

FY 2020 ANNUAL LODGING TAX BUDGET



FY 2020 ANNUAL PRIVATE BUDGET



ABOUT

Glacier Country Regional Tourism Commission is a nonprofit organization dedicated to marketing Western Montana as a travel destination. We are recognized by TAC (Tourism Advisory Council) and the state as the official marketing organization for Western Montana. Glacier Country is funded in part by the state accommodations tax (bed tax) and by private membership funds. Geographically, Glacier Country includes Flathead, Glacier, Lake, Lincoln, Mineral, Missoula, Ravalli and Sanders counties.

MISSION

Glacier Country Regional Tourism Commission, a nonprofit organization, is dedicated to a balanced partnership among eight Western Montana counties (Flathead, Glacier, Lake, Lincoln, Mineral, Missoula, Ravalli and Sanders), Glacier National Park and other entities, to effectively market the region to visitors and educate the public regarding the value of tourism, while encouraging respect for our outstanding natural environment and quality of life.

Each year we create a marketing plan to establish a strategy for all of Glacier Country’s advertising and publicity to a) reach Glacier Country’s identified markets and audiences; b) present them with a unified message; c) create a desire to visit and; d) get visitors to come and stay in Glacier Country.

VALUES STATEMENT

We will passionately pursue our mission with honesty, integrity, equality and respect.

**Honesty** – Operate fairly and with transparency to earn the trust of public and private partners, members and the travel and tourism industry at large.

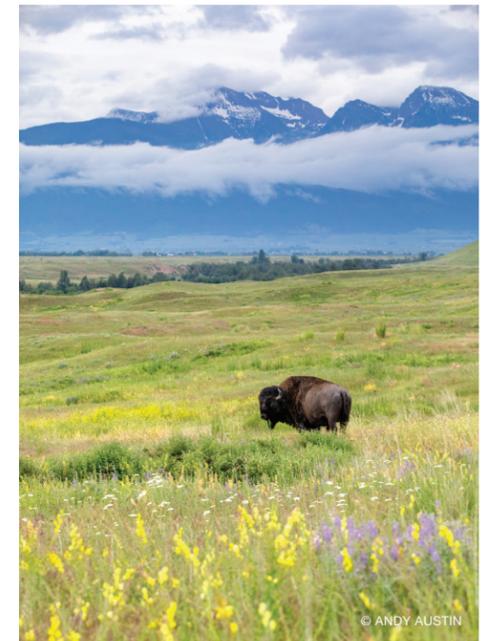
**Integrity** – Exercise sound judgment and leadership benefiting residents and visitors to Western Montana.

**Equality and Respect** – Celebrate and honor the diversity of Glacier Country’s communities, cultures and natural beauty to foster a united sense of place.

Glacier Country Tourism’s professional, dedicated and enthusiastic staff loves promoting Western Montana’s Glacier Country as a travel destination.

GLACIER COUNTRY TOURISM

4825 Kendrick Place, Suite 101  
 Missoula, MT 59808  
 406.532.3234  
 gcexec@glaciermt.com



Racene Friede  
 Executive Director

Kristi McNeal  
 Office Manager

Lucy Guthrie Beighle  
 Public Relations and  
 Earned Media Manager

Debbie Picard  
 Tourism Sales Manager

Aerionna Hardesty  
 Sales and Marketing Assistant



GLACIER COUNTRY  
**MONTANA**

