

FY 2018

MARKETING PLAN NARRATIVE





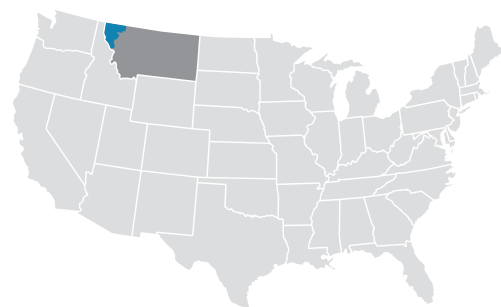
DESCRIBE YOUR DESTINATION (WHO YOU ARE, WHO YOU WISH TO ATTRACT AND WHY WOULD THEY COME) ADDRESSING YOUR STRENGTHS, OPPORTUNITIES AND POTENTIAL CHALLENGES.

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, flower-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.



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: 320,000
- Largest communities: Missoula, Kalispell, Whitefish and Hamilton
- Average February temperature: 30 degrees Fahrenheit
- Average July temperature: 85 degrees Fahrenheit
- American Indian Tribes: Blackfeet, Kootenai, Pend d'Oreille, Bitterroot Salish



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.

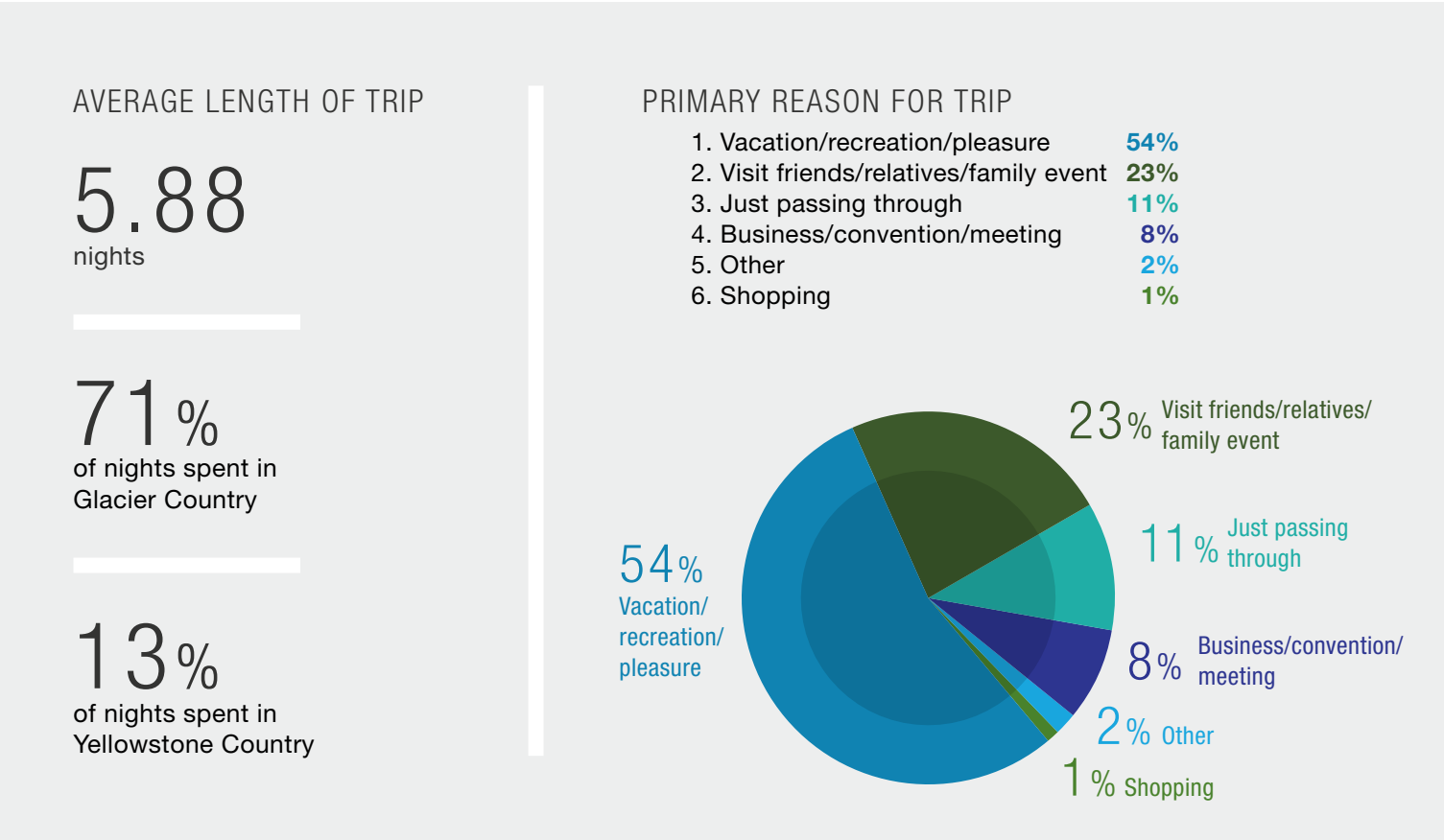


More importantly, it is the many Montanans who deliver genuine and authentic experiences that help turn our first-time visitors into return visitors.

- 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.

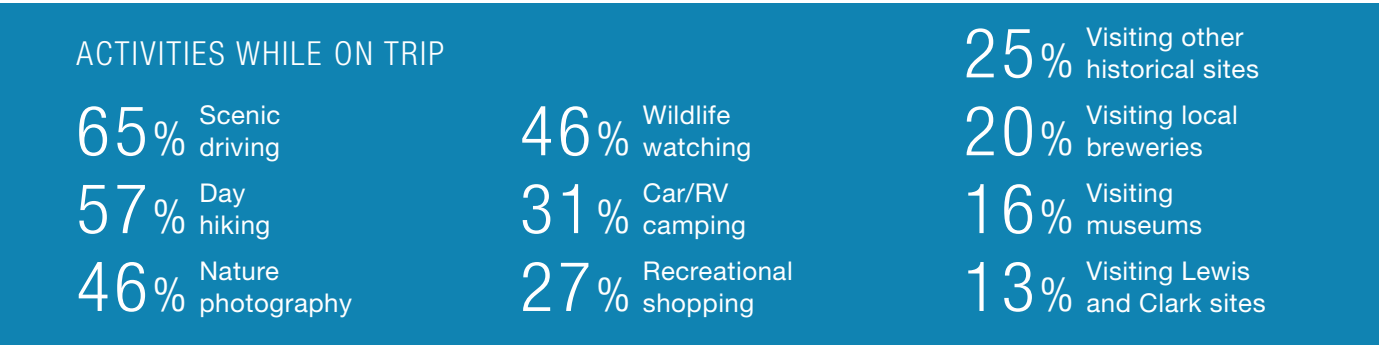
Glacier Country is host to millions of visitors each year with a variety of interests and characteristics.

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



WHY THEY COME

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



TOP SITES VISITED ON TRIP

- 70% Glacier National Park
- 42% Yellowstone National Park
- 19% Flathead Lake state parks
- 15% Other Montana state parks

GROUP CHARACTERISTICS

- 17% of groups with all first-time visitors
- 71% of groups with all repeat visitors
- 12% of groups with first-time and repeat visitors
- 19% flew on a portion of their trip
- 7% own a second property in Montana

Source: The University of Montana, Institute for Tourism and Recreation Research (ITRR) based on 2016 data.



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



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

- Historic sites
- Art galleries
- Museums
- Artisan tours and events
- Main street businesses
- Theaters
- Two American Indian reservations
- Shared border with Canada
- Lewis and Clark Trail
- David Thompson’s journey
- Historic “red buses” of GNP
- Anniversary events
- Historic St. Mary’s Mission

Breathtaking experiences by day and relaxing hospitality at night

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

Hospitality

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

Abundant lodging and camping (independent, brand and boutique)

- Bed-and-breakfasts
- Cabins
- Camping
- Chalets
- Condominiums
- Hostels
- Hot springs
- Hotels and motels
- Lodges
- Ranches
- Resorts
- Vacation homes

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)
- 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 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 products and services, tribal nations, U.S.F.S., U.S. Fish and 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

- Montana Pond Hockey Classic (Kalispell)
- Huckleberry Festival (Trout Creek)
- North American Indian Days (Browning)
- Bitterroot Celtic Games & Gathering (Hamilton)
- Missoula Marathon (Missoula)
- Rendezvous Days (Eureka)
- In the Footsteps of Norman Maclean Festival (Seeley Lake)
- Flathead Cherry Festival (Polson)
- Winter Carnival (Whitefish)
- Montana Spartan Race (Bigfork)
- Arlee 4th of July Celebration and Pow Wow (Arlee)
- River City Roots Festival (Missoula)

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. 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

- Economy
- Market competition
- Airline challenges
- Glacier National Park infrastructure issues
- Changing landscape
- Perception of Glacier National Park being closed when the Going-to-the-Sun Road isn't open in its entirety
- Perception of remote location
- Emerging markets
- Crisis outreach and traveler education
- Weather
- International issues
- Public transportation

Economy – Tourism businesses continue to be concerned over changes in the economy, especially with the recent changes in the Canadian marketplace. The price of oil per barrel and economic downward turn may have visitors choosing other destinations or impacting budget for travel, shifting how they spend their vacation dollars.

Market competition – Surrounding areas like Wyoming and California are increasing their marketing dollars in some of Montana's key markets to amplify targeted messaging to attract visitors who are considering a destination for their vacation.

Airline challenges – Glacier Country has experienced a fluctuation in capacity. We also experience challenges in additional airline fees for various services, which in turn create difficulties for the visitor. 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.

Glacier National Park infrastructure issues – Going-to-the-Sun Road repairs and reconstruction, late openings, limited parking and unpredictable weather events result in seasonal infrastructure impacts. Limited park funding could result in additional infrastructure impacts. Reconstruction work on the Going-to-the-Sun Road continues and, while a new public transportation program is in place, this may lead to some delays for visitors driving through the park and across Logan Pass. Public relations and outreach will be key factors for keeping the public informed about year-round services and activities in Glacier National Park that do not rely on the Going-to-the-Sun Road.

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

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 that 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 change the perception that instead of visiting Glacier National Park to "see the glaciers," they are coming to "see the glacial-carved terrain" that was created thousands of years ago by the 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 from past wildfires. Smoky skies from fires near and far can also keep visitors at bay.



Perception of Glacier National Park being closed when 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, 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.

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.

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.

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 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.

Weather – Unpredictable weather nationwide, wildfires and snow levels in the winter could have repercussions on the yearlong travel season.

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.

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.

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, relaxing hospitality at night and exhilarating adventures by day. 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 2016 Biennial Edition of The Economic Review of the Travel Industry in Montana (developed by ITRR—the Institute for Tourism & Recreation Research), more than 12.3 million travelers spending an estimated \$3.8 billion dollars chose Montana as their travel destination.

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



Glacier Country 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.

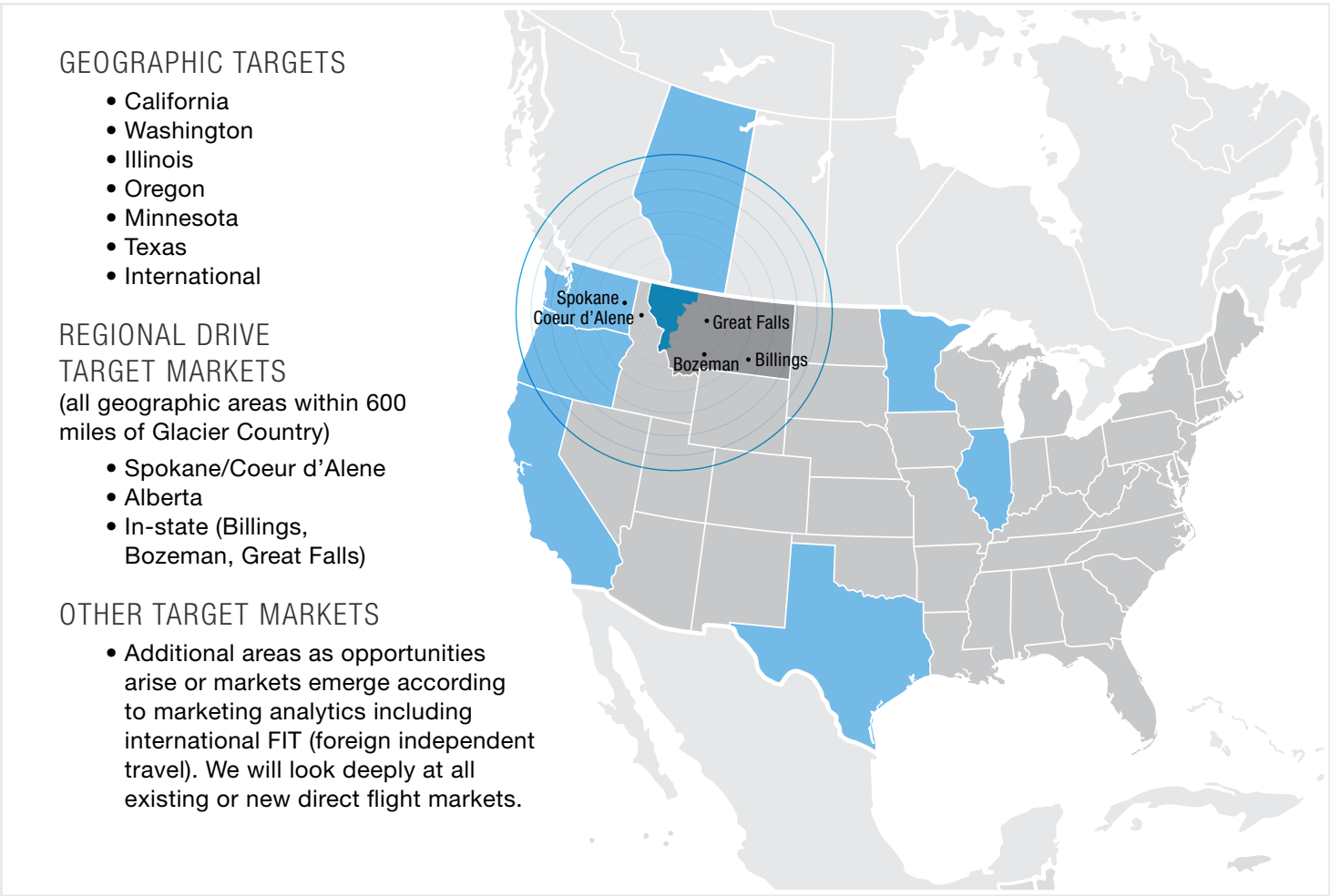
Facilitation

- Website
- 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)



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: Build 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 2017 - 2018 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, wildlife viewing, RVing, motorcycling, road tripping
- Culture – history, galleries, museums, theaters, festivals, 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
- 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
- Institute for Tourism and Recreation Research
- Trade show feedback
- Meeting and convention follow up
- Professional association research
- American Bus Association
- Destination Marketing Association International
- National Tour Association
- Rocky Mountain International
- U.S. Travel Association
- Adventure Travel Trade Association
- Family Travel Association

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 quarter visitor surveys.





OVERALL 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, non-resident, 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 or 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'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.



OBJECTIVES

1 INCREASE OVERALL CONSUMER RESPONSE BY 2% OVER FY17

2% increase will require our consumer response reach goal at 1,611,590 or by an additional 31,000

2 INCREASE ELECTRONIC RESPONSE BY 2% OVER FY17

2% increase will require our electronic response reach goal at 1,418,935 or by an additional 29,000

3 INCREASE SOCIAL MEDIA REACH BY 2.5% OVER FY17

2.5% increase will require our social media reach goal at 66,223,635 or by an additional 1,615,200

4 INCREASE USE OF RESPONSIVE WEBSITE BY 2% OVER FY17

2% increase will require our webpage use reach goal at 1,317,617 or by an additional 25,800

5 INCREASE OUR CONSUMER DATABASE BY 2% OVER FY17

2% increase will require our consumer database reach goal at 788,650 or by an additional 15,463

6 INCREASE OUR TRADE SHOW DATABASE BY 3% OVER FY17

3% increase will require our trade show database reach goal at 900 or by an additional 23 over FY17



7 MEDIA STORIES TO INCREASE BY 1% OVER FY17

1% increase will require our direct earned media reach goal at \$3,872,011 or by an additional \$38,336

8 FUND CHAMBER/VISITOR INFORMATION CENTERS AT UP TO \$4,000 PER PROJECT FROM MEMORIAL DAY TO LABOR DAY 2017 TO BETTER INFORM AND ENCOURAGE VISITORS TO STAY LONGER IN WESTERN MONTANA'S GLACIER COUNTRY

9 INCREASE CONSUMER AND GROUP SUGGESTED ITINERARIES BY TWO



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 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 and meetings, and conventions. In FY 2016, Glacier Country committed \$110,000 to projects with Montana Office of Tourism and Business Development.

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.

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 2013 = \$65,000 (actual)
- FY 2014 = \$145,000 (actual including The Bachelor & RMI Mega FAM)
- FY 2015 = \$102,600 (actual)
- FY 2016 = \$92,000 (actual)
- FY 2017 = \$50,000 (budget)

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

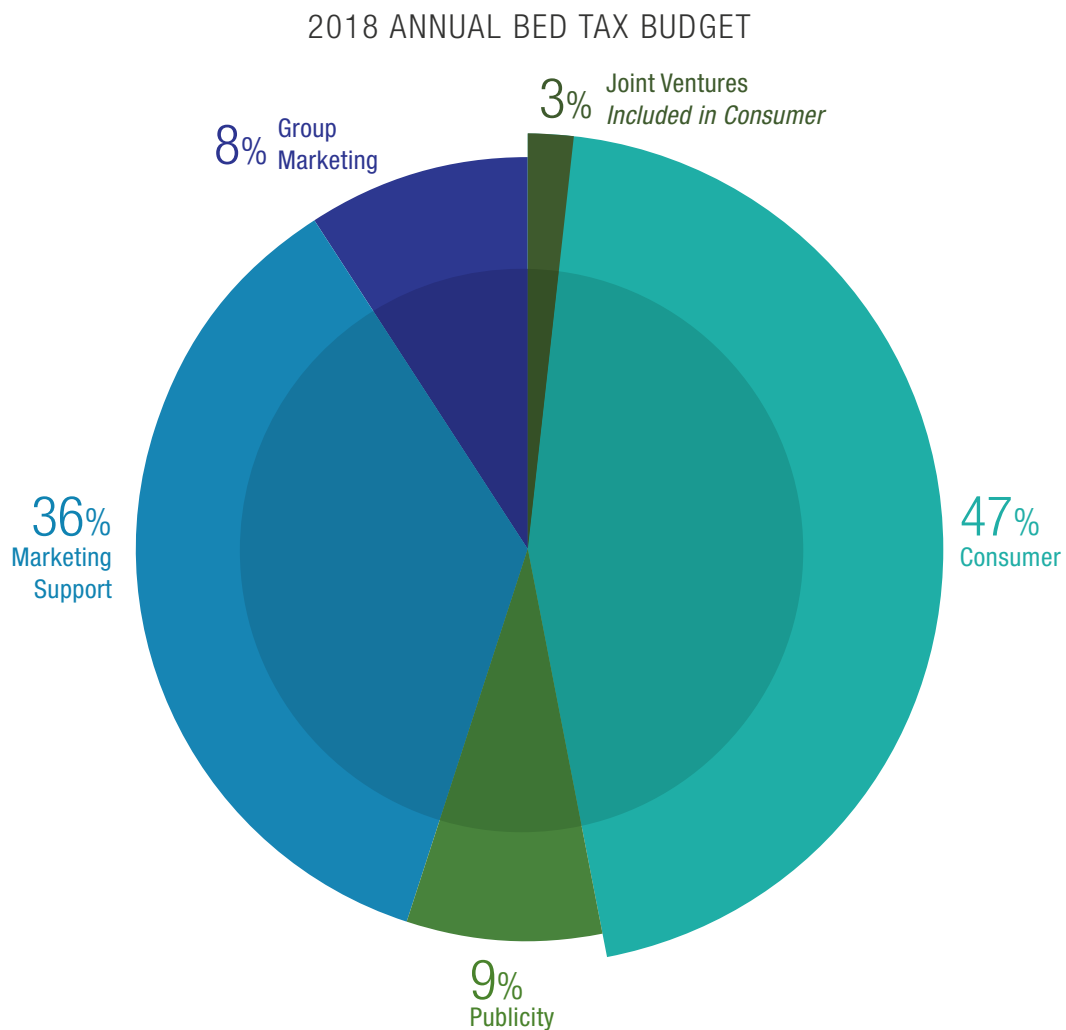
MARKETING SEGMENT	MARKETING METHOD	FY 2018	
		BED TAX FUNDED BUDGET	NON BED TAX FUNDED BUDGET
Consumer	Opportunity Marketing	\$5,000	-
Consumer	Multimedia Marketing	\$160,000	-
Consumer	Joint Ventures	\$50,000	-
Consumer	Social Media	\$30,000	-
Consumer	Website/Internet Development/Updates	\$35,000	\$100,000
Consumer	Ad Agency Services	\$139,000	\$10,000
Consumer	Sweepstakes	\$15,000	\$3,000
Consumer	Webpage Marketing/ SEO/SEM	\$80,000	-
Consumer	Travel/Trade Shows	\$5,000	\$3,000
Consumer	Online/Digital Advertising	\$191,000	-
Consumer	Electronic Advertising - Newsletter, E-blast	\$35,000	-
Consumer	Print Advertising	\$31,000	-
	Consumer Total	\$776,000	\$116,000

MARKETING SEGMENT	MARKETING METHOD	FY 2018	
		BED TAX FUNDED BUDGET	NON BED TAX FUNDED BUDGET
Group Marketing	Print Advertising	\$5,000	-
Group Marketing	Online/Digital Advertising	\$5,000	-
Group Marketing	Fam Trips	\$25,000	\$2,000
Group Marketing	Travel/Trade Shows	\$45,000	\$2,500
Group Marketing	Group Marketing Personnel	\$58,000	-
	Group Marketing Total	\$138,000	\$4,500

MARKETING SEGMENT	MARKETING METHOD	FY 2018	
		BED TAX FUNDED BUDGET	NON BED TAX FUNDED BUDGET
Marketing Support	Marketing/Publicity Personnel	\$40,000	-
Marketing Support	Promotional Items	\$5,000	\$2,000
Marketing Support	Partner Support	\$5,000	\$2,000
Marketing Support	Digital Asset Management Acquisition	\$37,000	-
Marketing Support	Printed Material	\$1,000	\$1,000
Marketing Support	Research	\$11,000	-
Marketing Support	Fulfillment/Telemarketing	\$130,000	\$108,000
Marketing Support	Outreach	\$3,000	\$5,000
Marketing Support	VIC Funding/ Staffing/Signage	\$35,500	-
Marketing Support	Superhost	\$6,000	-
Marketing Support	DMAI	\$5,000	\$200
Marketing Support	Professional Development	\$15,000	\$200
Marketing Support	TAC/Governor's Conference Meetings	\$2,000	\$100
Marketing Support	Administration	\$300,000	\$50,000
	Marketing Support Total	\$595,500	\$168,500

MARKETING SEGMENT	MARKETING METHOD	FY 2018	
		BED TAX FUNDED BUDGET	NON BED TAX FUNDED BUDGET
Publicity	Fam Trips	\$2,000	\$500
Publicity	Crisis Management	\$1,000	-
Publicity	Press Trips	\$60,000	\$3,000
Publicity	Press Promotions/ Media Outreach	\$20,000	\$2,000
Publicity	Marketing/Publicity Personnel	\$58,000	-
	Publicity Total	\$141,000	\$5,500

		FY 2018	
		BED TAX FUNDED BUDGET	NON BED TAX FUNDED BUDGET
TOTAL BUDGET		\$1,650,500	\$294,500



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

GLACIER COUNTRY TOURISM

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Racene Friede
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Earned Media Manager*

Debbie Picard
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Nicole Gonzalez
*Marketing Assistant and
Social Media Coordinator*

