



**Grant Details**

**95522 - FY21 Region/CVB Marketing Plan**

101286 - FY21 Glendive CVB Marketing Plan

DOC Office of Tourism

**Grant Title:** FY21 Glendive CVB Marketing Plan  
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**Applicant Organization:** Glendive Area Chamber of Commerce & Agriculture  
**Grantee Contact:** Terra Burman  
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**Comments**  
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**Community & Brand Support**

*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?*

Nestled between Makoshika State Park and the Yellowstone River, Glendive offers an exciting and diverse array of activities and sites for travelers to enjoy. Whether it is hiking Makoshika State Park, hunting or sight-seeing the various wild animals or looking for agates along the river, the things to do are only limited by your sense of adventure.

Glendive and its surrounding area encompass some of the most diverse scenery from the rolling hills of the cattle and farm lands and the meandering Yellowstone River to the incredible badlands beauty right here in our backyard, Makoshika State Park.

Seekers of Historic Adventure could find few places with as significant historic sites such as the Hagan Site; dinosaur and archeological digs in the badlands or fishing for trophy prehistoric paddlefish. Glendive has many unique draws for the Geo Tourist, it is our hope to better market these opportunities.

Potentially one of the greatest strengths is location, location, location. With easy access from all directions, Glendive is located in the middle of a hub with almost equal distances from Billings; Bismarck, ND, Rapid City, SD; and Regina, Canada. Right on Interstate 94 and a major hub for BNSF, Glendive is the west gateway to the Bakken region that has made Glendive a logistical stopping ground for many business travelers.

Other strengths include:

- Makoshika State Park
- Yellowstone River boating and fishing
- Intake Diversion Dam -paddlefishing
- Museums
- Art galleries
- On the Dinosaur Trail - one dino museum, one history museum also featuring dinosaurs and Makoshika State Park home to Triceratops
- Hunting
- Transportation hub:

1. On Interstate 94,
2. Highway 200,
3. Highway 16 North,
4. CapeAir to Billings 2/day,
5. Bus service, east/west bound
6. Urban transportation within the community
7. Taxi service

- West entrance to the Bakken region - energy industry business traveler
- Unique shopping including:

1. Niche market clothing and household furnishings
2. Quilt shop - rated as one of top 10 in USA
3. Handcrafted high-end jeweler, custom artisan and retail studio
4. Custom potter, custom artisan and retail studio
5. World-renown western bronze sculptors, Pamela Harr and the late Harvey Rattey
6. Multiple custom photographers.
7. Hell Creek Music and More - a most unique musical instrument and pop culture store and venue
8. Flashbak - Retro goods store including 8-track, records, arcade machines, books, and video games

- Multiple green areas; parks, walking trails, picnic areas

Glendive's opportunities for tourism have increased in many areas including:

- Though we have had a decrease in potential Hotel rooms due to the shut down of two Hotels during COVID we still have a large option for Hotel rooms. Along with these rooms Makoshika State Park has also expanded their campgrounds and soon will include potable water to these sites. This still leaves us open to host or facilitate the following:

1. tournaments,
2. reunions,
3. regional high school and college sporting events
4. conventions.

- many venues for large events including:

1. Dawson Community College fields, gymnasiums and auditorium
2. Dawson County High School fields, gymnasium and auditorium
3. Eastern Plains Event Center,
4. Moose Lodge,
5. Makoshika State Park,
6. Lions Youth Camp,
7. Dawson County Fair Grounds
8. Elks Club "Gunnery Ridge"

With increased awareness, tourists will marvel at the wonders of Makoshika State Park

- Biking,
- Hiking,
- Folf,
- Amphitheater,
- Lions Camp,
- Bird watching,
- Nature camping,
- Sight-seeing,
- Photography

Sporting Venues - Glendive has:

- 9 indoor basketball courts: among them, DCHS (2750 seating capacity), DCC (2000 seating capacity). The Makoshika Tournament currently hosts up to 100 teams to Glendive.
- College level baseball and softball fields
- Many Little League, Babe Ruth, and Legion level baseball fields
- Community softball complex
- Tennis Courts (10)
- Trap Shooting, Pistol, Rifle, and Archery Club sites
- Skate Board Park
- Roller Skating venue
- Bowling Alley
- Public Golf Course

Glendive is located on the edge of the Eastern Montana Badlands, on the banks of the Yellowstone River, and home to Montana's largest State Park, Makoshika. As a community, Glendive residents and businesses are just beginning to awaken to the reality that our community truly has the amenities and services to welcome the visitor and promote tourism. Glendive has great transportation options as a town just off I-94, regional air service with Cape Air from Billings, and a crossroad stop for travelers on the North-South Eastern Montana Corridor.

As a homesteading, agricultural, frontier town, Glendive truly is an Eastern Montana Expression of Montana's brand pillars.

We enjoy **spectacular unspoiled nature** with outdoor landscapes, trails, fishing access sites, hunting opportunities and more. We meet this in multiple ways with Makoshika State Park not only being the largest state park but also 2017 USA Today's Voted #1 Montana Attraction in Montana. We also sit on the banks of the Yellowstone providing great fishing, agate hunting, and we are known as the Paddlefish Capital of the World, proudly producing some of the world's finest caviar. Day hikes the number one activity attraction for High-Profile Visitors (HPV) as noted in the 2016 Montana Destination Brand Research Study. Makoshika has almost 20 miles of trails with varying degrees of difficulty and all are day hikes. Add this with camping, and numerous outdoor activities. Glendive meets the outdoor -orientated psychographic profile of travelers identified as target markets for Montana.

**Vibrant and charming small towns** that serve as gateways to our natural wonders: Glendive has a vibrant entrepreneurial spirit and multiple local shops provide unique and artistic shopping experiences. From great spots to meet for coffee and wonderful galleries and museums, we boast more than charm, we promote history, dinosaurs, and community events. In the 2016 MT Destination study 47% also identified as seeking to explore small town and villages, 43% to visit State Parks and/or recreation areas, 47% to visit geology/dinosaur-related historical sites, and 37% canoeing, kayaking or boating. All of these activities are available the HPV guest with access located conveniently within or on the edge of town.

**Breathtaking experiences by day, and relaxing hospitality at night:** Glendive has around 500 beautiful rooms to rest your head after a day of exploration and adventure. Multiple dining options and a homegrown brewery just add to the experience. We provide opportunities to enjoy sensational sunrises and sunsets while you venture at your own pace. Visitors are welcomed to the community and no one is a stranger unless they want to be.

Check out [www.visitglendive.com](http://www.visitglendive.com) to explore our local experience!

We are challenged just as any other Montana community with tight budgets, older infrastructure, and lower than state and national unemployment which can make staffing service jobs difficult.

Another challenge that Glendive as a community has encountered as well as many other communities in Southeast Montana is the COVID-19. As this challenge is in the middle of our tourism season as well as other communities tourism season in Montana, we will work to meet the challenge and overcome the challenge with increasing our electronic/digital advertising and work on compiling a "virtual tour" of our attractions with increased shareable videos. As restrictions begin to lift across the nation and we begin moving in to the next tourist season in 2021 we seek to safely bring people back out here to Glendive's name sake "The Gate City" as a gateway to more Montana adventures.

#### **Describe your destination.**

Our marketing plan will address the three phases of travel decision making.

**First, inspiration:** we will continue to reach out in new and emerging ways to invite travelers from regional drive markets including Regina, Minneapolis and the Black Hills. We have stops throughout the year from these neighboring areas and we know to date we have done minimal to expand our invitation in new targeted digital ways. The Montana Destination data by county shows we attract folks strongly from Minnesota and in the past year our largest community beyond our own exploring the visitglendive website was Regina. With Makoshika State Park, the Yellowstone River, great experiences for shopping and events, Glendive has the potential to become a planned destination and not a simple drive stop.

**Second, orientation:** Our plan provides multiple supports for travelers to become familiar with Glendive and orientated to how close it is to drive to from our three target locations. Targeted digital, print and strategically placed billboards allow planning to spend time in Glendive easy and accessible no matter where you are in the decision process. Growing collaborative marketing efforts with Visit Southeastern Montana and Sidney, have strengthened this orientation.

**Third, facilitation:** Glendive is small enough to engage the full community as partners to provide an exceptional visitor experience. From personally addressed and signed invitations to visit, to welcoming guests at community events, and providing good service throughout our community. We have also planned marketing dollars to support hotels, restaurants, retailers and community members to be ambassadors for our community.

**Optional: Include attachments here**

*a. Define your target markets (demographic, geographic and psychographic).*

Our target markets fall into these categories:

We provide many exploration opportunities for the following demographics: families, outdoor-orientated visitors, regional reoccurring travelers, and well educated travelers. These align with the Montana research on target audiences we should be marketing to.

1) Outdoor-orientated: Those who are looking for outdoor experiences from fishing, hunting, camping, hiking, fishing, ATV riding and more.

Glendive sees a large number of anglers and hunters for upland birds, deer, and antelope. These niche demographics helps extend our visitor season well into the fall and attracts early season visitors each year with the unique experience of paddelfishing.

2) Family travelers. We have a number of free or low-cost attractions to engage the family from a day hunting for dinosaurs to great youth sports, parks, and activities. We are using the "Share the Local Experience" tagline, not only as a good marketing message but because that is what a family can authentically find here. Glendive also provides niche opportunities for the historic buff especially when linked with numerous spots identified throughout our region.

3) Those planning travel that takes them through Glendive. We are less than a half days drive from Regina and Rapid City. We are just a days drive from Minneapolis. We know from visiting with travelers that we have many passing through the "X" of Glendive as they move through and we a geographically targeting those markets to encourage more 1-2 day stops here along the way. Our digital plans provide an opportunity to reach these travelers before they leave home and when they are on the road.

*b. What are your emerging markets?*

For us, we are looking at how to address niche markets that fit our frontier history and lifestyle.

We proudly boast two stops on Montana's Dinosaur Trail and are the home of an incredible privately funded dinosaur museum. We have become the legacy city for one of Montana's premier bronze sculpture artists and are seeing the unfolding a bronze statue trail in our community. This year we will do much more targeted messaging featuring all the dinosaur experiences available here.

The other emerging activity in surrounding states are ATV rallies and we happen to be the home of the Short Pines ATV trail system and are continuing to explore ways to build a rally into our annual community events. With changes of classification from BLM this process may take a few years to see our goal achieved.

We house a great community college and continue to look at ways to welcome and support not only the students but their families as they spend time in Glendive. These are collaboration opportunities to build lifelong visitors to our community.

**Optional: Include attachments here.**

*c. What research supports your target marketing?*

We are a small CVB and must use research that we have access to that we can actually afford so we are choosing marketing options that track digital data, work with our SE Montana Regional partner so we can benefit from the data they have access to, and with what ITRR and the Montana Tourism can provide. Regional DOT highway/exit counts are also available as well as Makoshika State Park Visitor numbers and the low tech data we gather simply by engaging those who stop in at our VIC and area businesses. The new initiative by Montana tourism which allows for count access to Destination data is important and our FY 21 digital target marketing campaigns saw click through rates as high as 1.7 way beyond national averages

Our overall goals are two-fold:

1) To increase awareness of what our community has to offer the visitor and send a consistent engaging invitation to come and "Share the Local Experience"

2) To build awareness in our own community that we have an emerging tourism market right here at home and how they can all be ambassadors for Glendive by inviting visitors themselves and welcoming all who come.

These goals continue but we have made real headway in the past year to engage the community as tourism parnters and ambassadors.

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

At this time, I have not seen a MTOT project that allows our level of budget to successfully participate in, but we are new as the home of the Glendive CVB and we will continue to learn, and explore opportunities as they are available.

**Optional: Include attachment here.**

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

We are excited that we are building strong partnerships for marketing collaboration with and within SE Montana Tourism and with other CVB's. We will continue to explore, budget and participate in these opportunities. These currently include microsites, regional travel maps, shared print advertising, etc. We also are continuing to build a stronger collaboration with our local TBID group.

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

This past year we have done a number of opportunity marketing buys with Visit Southeastern Montana projects including:

Distinctly Montana

Summer Website/microsites.

Niche travel maps and a pocket accordion map with the Glendive area.

Social media and event digital targeted marketing.

These have all worked collectively to help build a cohesive travel experience for our community and others that are connected through travel routes in our region. We are strengthened by building an experience for the driving traveler that encourages exploration of numerous communities, parks, and experiences.

**Optional: Include attachments here.**

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**Marketing Segment, Method & Budget**

Marketing Segment	Marketing Method	Describe your method.	Provide supporting research/statistics.	How do you plan to measure success?	Provide a brief rationale for this method.	Estimated budget for method.	Marketing Method Evaluation	Add'l Attchmnt
				Success will be determined by meeting the objective to distribute printed materials to targeted audiences through specific distribution channels that compliment the overall marketing plan (i.e. travel			Yes. We were able to continue with already established Visit Glendive brochures. We ensured the distribution of this with our local partners. The Visit Glendive Brochures were placed at all hotels, museums and restaurants as well to ensure they	

Consumer	Printed Material	<p>These would be Visit Glendive Postcard invitations and other small items which we can print internally and do not send to the outside printer.</p> <p>Example: those that stop in our VIC can send an invitation or take a postcard with them.</p> <p>These are promotional items that are to help many be ambassadors for our community.</p> <p>They are the promotional goodwill items we share with the public.</p>	<p>Travel and Tourism Research Association</p> <p><a href="https://tra.com/wp-content/uploads/2018/04/Value_of_Print_White_Paper_Final_June_01_2017_Chris_Adams.pdf">https://tra.com/wp-content/uploads/2018/04/Value_of_Print_White_Paper_Final_June_01_2017_Chris_Adams.pdf</a></p> <p>53% of US travelers report using a printed resource in planning their travel in the previous 12 months; 896 million trips were taken in the last 12 months by this group of US travelers; 24% of US travelers indicated they used an official destination visitor guide in the past 12 months to plan a trip; 400 million leisure trips were taken by this group of US travelers in the past year – spending an estimated \$161 billion; 88% of readers who were undecided indicated that the official visitor guide influenced their decision to visit of visitors to make specific planning and booking.</p> <p>Official visitor guides are used by up 79% decisions on their trip. Visitors use the official visitor guides to make decisions on the following:</p> <ul style="list-style-type: none"> <li>› 79% activities and attractions to enjoy</li> <li>› 54% places to eat or enjoy</li> <li>› 21% places to stay</li> </ul>	<p>trade shows, the Visitor Information Center, outbound direct mail campaigns, events, etc.)</p> <p>Success will be measured by the number of promotional pieces produced and distributed. We will track the numbers distributed from various outlets: trade shows, VIC, other events or opportunities.</p> <p>We will consider the method successful if all pieces are distributed. We will track annual distribution counts to assist in future method planning and to determine areas to adjust distribution.</p>	<p>Research and past experience by the CVB confirm that printed visitor information is still a desired and effective means of marketing. Consistent messaging, branding and fresh updates are vital to any marketing plan therefore the CVB will continue to use this method based on past demand and will track for future use as well.</p>	<p>\$1,000.00</p>	<p>reached visitors. They printed things locally to give out to visitors. Coozies, water bottles and pens. These were used at local trade shows as swag to bring awareness of what our area has to offer. We would do this again in a more targeted way. The printed ads in Real Simple Magazine have a distribution of 10 million digital and 6.2 million readers per month. Real simple magazine has 7.6 million readers per month and 90% of which are women. We placed ads in Cape Air in flight magazine. Cape Air reaches 35 cities with commuter travelers for places like Chicago and Boston. It is our airline into Dawson County. We will do this in the future to reach broader audience and we believe that we need to have items that are cohesive with consistent messaging.</p>	
				<p>Per the governing Rules and Regulations, the organization must gather performance measurements, metrics, quantifiable results the demonstrate success or, lack of, and be prepared to report the following:</p> <p>Success will be determined by meeting objective to increase the reach of marketing and promotional messaging through social</p>			<p>Yes. We have maintained the Visit Glendive Social Media. We focused on a complete relaunch the Visit Glendive Website with</p>	

Consumer	Social Media	<p>Social Media platforms Facebook, Instagram, and Twitter will be used to promote community events and attractions to out-of-area visitors. We will employ paid boosts for social media posts targeted at specific demographics that align with events. With the previous year in COVID and reopening we plan to push out an awareness campaign encouraging people to visit Makoshika and Glendive area.</p> <p>Interesting and high-quality Images and graphics associated with the events and attractions will be used along with created video promoting the area. Past social media performance indicates posts to promote community events such as Makoshika Basketball and BBQ in the Badlands throughout the region surrounding Glendive, west to Billings, north to Regina Canada, east to Fargo ND/Moorhead MN, and south to Rapid City SD and Wyoming are effective as attendees/participants have consistently shown to have driven from within the range of 4-8 hours to Glendive.</p> <p><a href="https://www.facebook.com/places/Things-to-do-in-Glendive-Montana/108102829218636/">https://www.facebook.com/places/Things-to-do-in-Glendive-Montana/108102829218636/</a>  <a href="https://www.facebook.com/glendive.chamber">https://www.facebook.com/glendive.chamber</a>  <a href="http://visitglendive.com/">http://visitglendive.com/</a>                  Social Media #glendivemontana</p>	<p><a href="https://www.marketforce.com/">https://www.marketforce.com/</a></p> <p>A recent industry survey conducted by Market Force - a worldwide leader in customer intelligence solutions reports they surveyed more than 12,000 consumers in the US and UK to learn how consumers engaged with varying industries - retail, restaurant, travel, entertainment and financial businesses to be specific, via the common social media platforms: Facebook, Twitter, LinkedIn and Google+.</p> <p>One finding which was not surprising was the fact that 81% of US respondents indicated posts from their friends directly influenced their purchase decision. This finding supports an early study done by the Chief Marketing Officer (CMO) Council and Lithium, a social media tech firm, which revealed 80% of respondents "tried new things based on friends' suggestions."</p> <p>78% of respondents said the posts by companies they follow on social media impact their purchases decisions.</p>	<p>media channels. Success will be measured by tracking, reporting and analyzing social media performance analytics such as the number of followers, the number of likes and shares to specific posts and the click thru rates.</p> <p>The method will be considered successful if the objectives are met and progress is made toward the goal of maintaining 100 followers on Facebook and Instagram.</p> <p>Social media platforms, such as Facebook, provide data on audience reach, engagement and demographics. Past social media posts have proven to be inexpensive and effective in expanding message to targeted audience within the drive range. We combine and overlay social media analytics with feedback from the local county museum and state park to learn and confirm where visitors are coming from. Also, the Chamber shares local participating data from competitive events.</p>	\$2,000.00	<p>the joint venture partnership. We updated the Visit Glendive social media Facebook and Instagram feeds with a more consistent and cohesive messaging. The facebook posts have an average reach of 4,443. Our number of followers is 3,501. We have stayed consistent with our marketing message of being a location of adventure. Makoshika Park being the main attraction followed by our stay/shop/hike/paddle messaging. We have worked at staying engaged with followers and creating social media posts that will appeal to a larger more diverse audience. Our websites have seen an average increase of bounce rate of 153%. We are also up on unique visitors to the website by double. Our social media pages have seen an increase of over 96% to Last Year. Visit Glendive has reached almost 12k people and up 96% to last year. We launched Instagram and are growing that channel. Yes, we will continue to do this in the future by post frequency, cohesive marketing and social media strategies.</p>
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Consumer	Travel Guide	<p>This would be a companion piece to go with the Visit Glendive website to distribute regionally to connect folks to our community when they stop at another VIC.</p> <p>We are looking to expand the narrative and written history of our community in the update that will be done this year.</p> <p>We want to really showcase our brand pillars as well as providing practical information on where to stay, dine, and what activities and experiences are available to participate in</p> <p>The main Glendive source for accessing, hotels, restaurants and community amenities will be the VisitGlendive.com website.</p> <p>However, once people are in our region rather they are traveling for ND, SD, WY, NE Montana, Billings, Miles City, etc. We want a simple piece they can access while stopping during travel that will encourage them to choose a day, night or longer in Glendive itself.</p> <p>Our objective is to provide printed travel information that can easily reach certain audiences where other media and promotional messaging does not.</p>	<p>The main Glendive source for accessing, hotels, restaurants and community amenities will be the VisitGlendive.com website.</p> <p>However, once people are in our region rather they are traveling for ND, SD, WY, NE Montana, Billings, Miles City, etc. We want a simple piece they can access while stopping during travel that will encourage them to choose a day, night or longer in Glendive itself.</p> <p>We are on the I94 driving corridor as well as the North-South route of travel through Eastern Montana. These drive areas often do not have reliable cell or internet service connections and local regional rest stops, chambers, VIC's can provide printed visual resources to help encourage the visitor to stop in Glendive for a meal, and overnight, some exploration.</p> <p>Travel and Tourism Research Association</p> <p><a href="https://tra.com/wp-content/uploads/2018/04/Value_of_Print_White_Paper_Final_June_01_2017_Chris_Adams.pdf">https://tra.com/wp-content/uploads/2018/04/Value_of_Print_White_Paper_Final_June_01_2017_Chris_Adams.pdf</a></p> <p>53% of US travelers report using a printed resource in planning their travel in the previous 12 months; 896 million trips were taken in the last 12 months by this group of US travelers; 24% of US travelers indicated they used an official destination visitor guide in the past 12 months to plan a trip; 400 million leisure trips were taken by this group of US travelers in the past year – spending an estimated \$161 billion; 88% of readers who were undecided indicated that the official visitor guide influenced their decision to visit of visitors to make specific planning and booking.</p> <p>Official visitor guides are used by up 79% decisions on their trip. Visitors use the official visitor guides to make decisions on the following:</p> <ul style="list-style-type: none"> <li>› 79% activities and attractions to enjoy</li> <li>› 54% places to eat or enjoy</li> <li>› 21% places to stay</li> </ul>	<p>Success will be measured by completion of print project and by distribution of annual print run. The method will be considered successful if the travel guide project is designed, printed and all copies are distributed. We will track distribution by location. A full location list will be kept and the amount distributed will be tracked to see where they are being most frequently taken from.</p>	<p>We are on the I94 driving corridor as well as the North-South route of travel through Eastern Montana. These drive areas often do not have reliable cell or internet service connections and local regional rest stops, chambers, VIC's can provide printed visual resources to help encourage the visitor to stop in Glendive for a meal, and overnight, some exploration.</p>	\$1,000.00	<p>No travel guide was printed. Any funds were used for ad placement opportunities. We want to focus on reaching travelers and visitors. We can do this by focusing on the Visit Southeast Montana guides as well as our local regional guides. We have created a new "Guide to Glendive" and will continue to print and distribute this to Hotels, restaurants and businesses. We will do this more in the future.</p>
Consumer	Travel/Trade Shows	<p>Visit Glendive will attend and display at the annual outdoor travel trade show in Minneapolis as part of the strategy to attract visitors from the state. Opportunity also exists in buiding upon the Regina Canada market and if a travel trade show exists we will attend and participate. The objective is to generate brand awareness in specific markets, meet face to face with potential partners and visitors, acquire contacts and new leads that will be followed up on by the CVB and local tourism partners. This fits with the overall strategy and marketing plan to target the Minnesota resident and attract them to visit Glendive and the surrounding area.</p>	<p>We know through survey research provided by ITRR, data provided by Southeast Montana travel guide distribution and the new Destination Analysts data by county that we have a strong attraction to the Minnesota visitor. We also see we have connection and opportunity to build on the Regina, Canada visitor.</p> <p>In past years the CVB has partnered with Southeast Montana tourism region and attended the March Outdoor Show in Minneapolis, MN to target visitors from Minnesota. Past experiences at the trade show has shown the visitor traffic and connection positive and encouraging. Past experience has shown that Travel Shows are a worthwhile means of acquiring new leads, target market contacts and strengthening the Visit Glendive brand in Minnesota. Engagment was measured by the distributions of thousands of promotional items for the past years.</p> <p>Outsell Inc.   <a href="https://www.outsellinc.com/product/digital-transformation-in-the-exhibition-industry/">https://www.outsellinc.com/product/digital-transformation-in-the-exhibition-industry/</a></p> <p>These key results show that 72% rate "Difficulty identifying and engaging with right prospects at the right time" as a problem and barrier toward achieving their marketing objectives. The No. 1 ranked factor for allocating spending is "Maximizing pre-qualification of our prospects" (2013 through 2016). Exhibition (trade shows) are the third highest form of lead generation with close to \$9billion spent in 2016. 1 Direct Mail 2 Email 3 Exhibition 4 Conferences 5 Print Magazine 6</p>	<p>This method will be successful if the objective to meet in person with a large group of partners and potential visitors that we normally do not have any other way of engaging with is met. We will be successful if we acquire contacts and leads to follow-up with and to share with community tourism partners. We will measure success based on the attendance (audience) numbers, the</p>	<p>Trade shows are the only direct contact we have to extend personal invitation to specific visitors outside our region. We know through ITRR, SE Montana guide distribution and the new Desitination data by county that we have a strong attraction to the Minnesota visitor. We also see we have</p>	\$2,000.00	<p>We believe that the pandemic made it difficult to travel or attend trade shows. We used a portion of this budget to have a speaker at the Glendive Agri Trade Exhibition (GATE). We partnered with Visit Southeast Montana, Great Northern and Made in Montana to bring awareness of agritourism opportunities in our area. We would do this again to help promote tourism in our area as well as agritourism. We feel</p>



			Print Newspaper 7 Mobile	number of contacts made, number of leads generated and we will track the number of promotional items distributed.	connection and opportunity to build on the Regina visitor.		this is a successful method and would do this again.	
Consumer	Print Advertising	<p>We will collaborate with Sidney's CVB to advertise in four issues of the seasonal Cape Air Birdseye View in-flight magazines. Cape Air is a great community partner for both our communities and we will reach an outdoor, engaged traveler with an affluent demographic in their NE USA markets. We will also be continuing advertising in local and regional travel &amp; hunting guides. Why Cape Air? Essential Air Service Se to SE Montana and Missouri River Country communities from Billings.</p> <p>We will also continue to advertise in summer travel guides that are regionally connected to our travel routes such as the MonDak, Bismark Tribune, and local Visitor and Relocation guide.</p>	<p>Destination Analysts   <a href="https://www.destinationanalysts.com/insights-updates/">https://www.destinationanalysts.com/insights-updates/</a></p> <p>Print usage in travel planning has risen close to 50% of American leisure travelers and the use of DMO print visitor guides has risen to just over 20%. While this rise may not signal any longer term trend there is clearly no evidence of a long-term decline in print or DMO guide usage. According to the State of the American Traveler, an independent research report by Miles Partnership, print has consistently shown strength and even slow growth in print usage over the last five years. 24.4% of travelers rely on offline media including TV, printed newspapers, magazines, etc. for travel inspiration.</p> <p>Miles Partnership   <a href="https://www.milespartnership.com/state-american-traveler">https://www.milespartnership.com/state-american-traveler</a></p> <p>The State of the American Traveler, Destination Analysts Despite 72%+ of Millennials using smartphones in trip planning (vs. only 26% of Baby Boomers) they are just as likely to use print overall, almost as likely as Baby Boomers to order an official print guide and more likely to visit a DMO website. Multimedia—indeed, "Masses of Media"—is critical for reaching and engaging with younger US travelers. State of the American Traveler, Miles Partnership</p> <p>MPA The Association of Magazine Media   <a href="https://www.magazine.org/">https://www.magazine.org/</a> <a href="https://www.magazine.org/five-year-review?hkey=e862a7c7-e687-429e-84a4-9835f29b2ca8">https://www.magazine.org/five-year-review?hkey=e862a7c7-e687-429e-84a4-9835f29b2ca8</a></p>	This method will be successful if the objective of distributing messaging through attractive, targeted distribution of printed publications is met. We will track publication distribution (audience) numbers and number of impressions of ads made available.	Print media provides an opportunity to place messaging in front of a large audience that we would not otherwise be able to reach through other methods. We are able to collaborate and partner with regional organizations for group media buys that we would not be able to do so on our own due to cost and restrictions, minimums, etc.	\$3,000.00	It appears that our print advertising was focused on a larger magazine versus local. They did two ads in Real Simple Magazine which reaches 7.6 million readers of which 90% are women and focused the ads on a new travel market. This was the only ads done in print that reached a larger nonlocal audience. We believe that we need to continue to focus our efforts on reaching a larger audience. Although we don't hear a direct response to these ads we do know that people are stopping here on their way to larger National Parks to visit our museums and State Park.	
Consumer	Online/Digital Advertising	<p>This would reach beyond our community event Facebook boosted posts. It would also include target digital ads by location, demographics and interests. Finally, we would look at regional geofencing messages targeting the smartphone user to promote stopping, staying, shopping and exploring Glendive. Share the Local Experience and Makoshika State Park campaigns were successful and inspired engagement. We will expand this year to also ad Dinosaur Experiences into this targeted marketing rotation.</p>	<p>As we may be a point of passing for many travelers, we are looking to target them through these new and emerging digital methods to get them to plan their stop, overnight, etc. in Glendive and not in a community just down the road.</p> <p>We have great assets in Glendive such as Makoshika State Park and this will allow great digital options in photography and video to engage the regional traveler. This past year we saw great success with way about average click through rates, especially regionally with as high as 1.7.</p>	We plan to use these funds for geofencing project. We want to see if it fits our type of marketing plan.	This type of marketing provides clear engagement numbers and can be easily targeted to a specific demographic or location. The provider we choose to work will provide ongoing data for review the success of these efforts.	\$7,298.00	Yes, this was successful. We believe this marketing was used to do a partnership geofencing with other private partners. In Spring of 2022 we did a geofencing project during the week of TAC Governor's conference. We redid the Visit Glendive Website during the spring of 2022. This	

					marketing efforts. This digital marketing approach is nimble and allows for quick adjustment and adaptation when and if we find one target community is not getting the results we would want to see.		was successful and we plan to do it again.	
Marketing Support	Administration	Up to, but not exceeding, 20% of the organization's new annual revenue will be designated to cover administrative expenses, New annual revenue shall be defined as any new lodging facility use tax collections that have not had administrative expenses deducted from it. The intent of the administrative budget is to cover costs incurred in the implementation of approved marketing methods/ funded by the lodging facility use tax such as: xpenses such as wages, salaries, office supplies and equipment, accounting services, employer paid benefits including bonuses, health care, 401k, saving plans, books and reference materials, travel, janitorial services, legal fees, maintenance contracts for equipment, meeting rooms rental, postage, reasonable costs for coffee breaks during meetings of the governing body (i.e. coffee, nonalcoholic beverages, doughnuts), registration fees for professional development, rent, storage. utilities, cell phone contracts, cloud data storage subscriptions, convention and/or event wubsidies, VIC seasonal enhancements/beautification such as planter boxes.	<p>This is an operational method employed by the organization in order to adhere to the governing rules and regulations.</p> <p>The CVB has used Administration funds every year since becoming a CVB. While it may not be directly supported by specific rsearch, past experience has demonstrated that the organization's operations and successful marketing relies on administrative funds. Often the Administration funds budget is added to or combined with other administrative funds provided by the joint operation of a CVB, Chamber of Commerce, TBID, or other. Without these funds it may not be economical or feasible to have permanent staff administering the CVB.</p>	<p>The objective for Administration budget is to spend funds appropriately and efficiently for managing the organization's operations. Per statute, the maximum allowed for the Administration method is no 20% of the total annual lodging tax receipts (or less). Success will be determined by the total spend in the Administration method; if it is 20% or less, we will consider the method successful.</p>	<p>This is what is allowed and though we know it does not cover all staff time or administrative expenses. It allows for simply accounting to support our ability to financially administer the program.</p>	\$4,211.00	<p>Yes. We stayed within the the 20% of the budget and will continue to do so. The use of CVB funds remains vital to our CVB to ensure that there is dedicated time and efforts put into visitors and tourism. This money is used directly for payroll of dedicated time spent on budgeting and creative ventures for CVB. This also directly helps in having staff to greet visitors and have interactions with travelers in our area. We will continue to use the allotted 20% of budget to ensure our funds are used correctly/on budget and to keep a visitor center presence.</p>	
Marketing Support	TAC/Governor's Conference meetings	Attend required meetings 7-10 hour one-way drive . The mileage and room components average over \$735/trip.	<p>This is an operational method employed by the organization in order to adhere to the state statute and governing rules and regulations.</p> <p>While it may not be directly supported by specific research, past experience has demonstrated that the organization's operations and successful marketing relies on participation of the executive director at quarterly Tourism Advisory Council Meetings whereby pertinent information is shared and action is taken.</p> <p>Past experience attending the Montana Governor's Conference on Tourism and Recreation has also shown to be beneficial as a networking, training and education event. The executive director, members of the board and staff have participated in meetings and conference every year the organizations has been a CVB.</p>	<p>Success will be measured by the attendance of the executive director at all required quarterly TAC meetings (both virtual and in-person) and the annual Montana Governors Conference on Tourism and</p>	<p>The supporting material here is the new research data and methods that are shared and having new information to support our local tourism marketing and promotional work. It is also the only concrete time to get face to face networking, learning and</p>	\$2,500.00	<p>We had a representative at TAC and representing our CVB. He also went to the Governor's conference. We strongly believe that going forward we will continue to attend this event and be ambassadors for the Glendive area.</p>	

				Recreation.	sharing with others doing this work in CVB's throughout Montana.			
Marketing Support	Opportunity Marketing	We have had the opportunity to partner with SE Montana marketing programs in 19-20 and look forward to participating in more of their regional agency digital and print advertising offerings. Examples include: micro website, scenic tear off travel maps, etc.	<p>We have had great partnership and success by participating in marketing opportunities that have been made available with our Regional partner, SE Montana.</p> <p>We will continue to look to participate in these opportunities moving forward as we move into the new year and are placing money in this budget line in anticipation of future collaborative marketing opportunities.</p>	Our opportunity marketing will consist of tear off maps and pocket maps with other tourism organizations.	<p>This will depend upon the opportunity and the supporting data available.</p> <p>For a small CVB such as ours, these opportunity marketing venues are important as they can provide more supporting research for the marketing itself and at a higher level of design as we get to work with the regional CVB's agency of record. SE Montana's larger budget, role and ability to have an agency of record gives us access to data that we would not have the resources to acquire, research, or tabulate.</p>	\$4,000.00	<p>We believe this was used to do a joint campaign with private entities. We continue to keep our partnerships strong with private ventures to reach our common goals of visitation in Glendive. Tear off maps as well as apx 1,500 pocket maps that were distributed throughout the greater Glendive area. We have partnered with Visit Glendive on ads in the Visit Southeast Montana travel guide. We will continue to build relationships with Visit Southeast Montana to have more marketing opportunities to reach our common goals. We will do this in the future.</p> <p>This year our Joint Venture focused on Visit Glendive's website and web development. We partnered with other tourism entities to ensure the project would get done as well as to help with creative control of the project. We wanted the website to become more mobile friendly and highlight all that our area has to offer. We wanted there to be a seamless message for Visit Glendive. We accomplished this goal by being an active partner in the process. Yes, we will do more of this in the future.</p>	
		Street signs, signage in buildings, etc. tell you	<p>To give a visitor a great local experience in any community, they need to be able to easily locate and identify the communities main attractions. These dollars help give the visitor and better experience which encourages longer stays and return visits.</p> <p><a href="https://www.travelwayfinding.com/commercial-opportunities-airports/">https://www.travelwayfinding.com/commercial-opportunities-airports/</a></p> <p><a href="https://www.travelwayfinding.com/what-is-wayfinding/">https://www.travelwayfinding.com/what-is-wayfinding/</a></p> <p>Dr Paul Symonds has a PhD in Wayfinding from Cardiff Metropolitan University in the UK. Paul works with the signage industry, airports and other locations providing wayfinding audits,</p>					

Marketing Support	Wayfinding	<p>which direction to take, or the directional signage you find in a tourist attraction telling you which way to go, are a few examples of wayfinding, but it is more than signage, it is a more all-encompassing field, which includes the design of spaces. Lighting, the use of people to direct other people etc. also come under the banner of wayfinding and all provide ways of directing people. The design of space can be employed to guide people. As needs are identified to better direct the visitor, we will access these funds to make our community easier to explore and to engage with.</p>	<p>consultancy and training.</p> <p><b>Wayfinding is particularly important for a number of reasons. To provide a few examples:</b></p> <ul style="list-style-type: none"> <li>• <b>Safety and security</b> – Crowd control and safe movement of people is sometimes vital, such as in emergency situations. Directing people efficiently towards their seats in sports stadia prevents any potential issues from overcrowding.</li> <li>• <b>Commercial</b> – steering behaviour is invaluable for commercial outlets and locations in how they make profits. Everywhere, from exhibition centres, tourist attractions, airports, urban centres, shopping malls etc. use wayfinding to guide people to spend, to go in certain directions etc.</li> <li>• <b>Repeat Business</b> – Creating a very positive customer experience is important for return business. A lost user who is highly-stressed is far less likely to be a return visitor to a location. This has a detrimental effect on users and impacts on the decision of whether or not to return. Stakeholder and <u>commercial needs are an important aspect of wayfinding.</u></li> <li>• <b>Efficiency and enjoyment</b> – From a person's own point of view (the agent who uses the agency to make decisions), efficiency i.e. direct routes can be important but equally so, we often go from A to B to enjoy the experience of the route itself.</li> </ul>	This will depend on the signage identified and its purpose.	Example: if they are signage in and out of Makoshika State Park, we can measure views by the number of annual visitors.	\$500.00	We believe that this is something that will work an be successful in the future as we do more research on who our visitor is and what they are doing while in our area.	
Marketing Support	Billboards/Out-of-Home	<p>We are in a travel area that often has limited or no cell service which can eliminate internet access as well.</p> <p>Our Billboards coming from East and West are quick reminders that we are not far ahead on the drive and a great place to stop and Stay, Dine, Play etc.</p> <p>We are in a vast rural area where main travel is generally by car. These billboards offer invitation and reminders that we have the rooms and amenities in our community to support their travel experience. (This is a description of method, not research moved from that section).</p> <p>As we move into the next year we will seek to continue the use of these signs and uphold standing contracts.</p>	<p><a href="https://www.lamar.com/howtoadvertise/Research/2019-Nielsen-Out-of-Home-Advertising-Study">https://www.lamar.com/howtoadvertise/Research/2019-Nielsen-Out-of-Home-Advertising-Study</a>   Source: Nielsen, Outdoor Advertising Association of America (OAAA)</p> <p>Nielsen conducted 999 online surveys March 27 - April 5, 2019, with a national sample of US residents age 16+. Respondents were screened for having traveled on foot, in a car, truck, or other private vehicle, ridden as a passenger on a public bus, taxi, commuter rail, or subway, in the past month.</p> <p>The Nielsen study, which offers a detailed look at America's travel habits and exposure to OOH ads, found roadside billboards are the most noticed OOH format. Eighty-one percent (81%) of adults surveyed have noticed a billboard in the past month, while 55 percent have noticed a digital billboard.</p> <p>The study also found high levels of engagement with OOH in the past month, with 81 percent of adults noticing ad messages. Billboard advertising is the most engaging category; 85 percent who saw a billboard noticed the ad message.</p> <p>"This study, which is the most in-depth analysis of OOH formats we've ever done, highlights the effectiveness of OOH as a highly engaging ad medium," said OAAA President &amp; CEO Nancy Fletcher. "The research reveals consumers are interacting with OOH at record levels."</p> <p>Additional report highlights include:</p> <ul style="list-style-type: none"> <li>· 66% of smartphone users took some type of action on their device after seeing an OOH</li> <li>· More than 40% searched for a brand online after seeing an OOH ad</li> <li>· 20% of those who saw a directional OOH ad immediately visited the advertised business</li> <li>· 74% who visited a business after seen a directional OOH ad made a purchase</li> <li>· Adults ages 16 – 34 is the demographic most engaged with OOH advertising</li> </ul> <p>"OOH drives consumer action in the real world," said Stephen Freitas, OAAA chief marketing officer. "Younger affluent consumers notice OOH the most, which is why the industry is seeing exceptional growth in sectors like technology and direct-to-consumer."</p>	Success will be determined by placing one billboard with the right content in or around Glendive. Billboards may perform differently based on location. We plan to redo Billboards to update and repair. We will keep them relevant to our visitors.	Road travel numbers are the data source for the possible views of these messages and invitations to stop and explore Glendive. We will measure this as successful if we complete our Billboard redesign project.	\$8,000.00	Yes, this was successful. We did replace one Billboard. Billboards remain a vital part of our marketing strategy. We were able to pay for the fees as well as redesign and repair one of our billboards that was in need of repairs. Our messaging on the billboard was to find adventure through a variety of activities that you can do in Glendive. We highlighted Dino Digs, Makoshika, and the Yellowstone River. We partnered with other sources as well to keep a consistent message for Makoshika State Park and our area. We will do this again in the future as we plan to keep our Billboards updated and fees paid.	
Marketing Support	Promotional Items	This will cover Glendive Stickers and trade show promotional items for Glendive CVB & VIC.	With Trade Shows, Fam tours, meetings and small conventions in our community. Visit Glendive promotional items are a great way to give brand lift and reminders to those we connect with that we are a place to plan to visit and explore.	Our goal is to create and distribute stickers and post cards.	How do you measure brand lift? This is a small but important part of community hospitality and invitation.	\$1,500.00	They focused on Visit Glendive Coozies to be given out as well as Water bottles that focused on the Paddlefish experience in our area. They also created Glendive stickers with dinosaur feet to show our fun dino dig adventure side of Makoshika/museums. There were post cards created in house with a quick guide to Glendive.	

Marketing Support	Fam Trips	<p>We will work to help fund local food, and experience while here in our community. We will also plan to provide small reminder tokens of our community that they can take to keep their experiences here a little more present when they leave. These will always be a collaboration with our regional partner, Visit Southeast Montana who we will work to provide thematic-specific itineraries that will attract people to write about or plan visitation to our community.</p>	<p>This is a newer budget item which will allow SE Montana to bring three individual FAM trips to our community, and Makoshika State Park, our local CVB wants to have the budget to assist making their visit here a wonderful and memorable experience.</p>	<p>The goal is to work with Visit Southeast Montana on their FAM Trips. Our goal is to assist with hosting one FAM trip per year.</p>	<p>Our goal in working with Visit MT or Visit Southeast Montana when FAM tours are in our community or region, we will work to increase the understanding and impression of the visitor experiences available in Glendive.</p>	<p>\$750.00</p>	<p>We were not able to do a FAM trip but we were able to assist in hosting with Visit Southeast Montana foreign visitors. This year we had press from Italy. These publications reach foreign travelers who would normally only be aware of the National Parks of Montana. This remains vital to help get our messaging out of our area and create a global audience for our State Park and unique rural area. We will continue to do this in the future with the partnership of Visit Southeast Montana. Yes, we will continue this direction and would like to reach out to more bloggers in the future.</p>
Marketing Support	Digital Asset Management/Aquisition	<p>A digital asset is "any digital material owned by an enterprise or individual including text, graphics, audio, video and animations." Historically, many people have considered digital assets to only include photos and videos, but over the years, we've started including other digital files in our definition, such as documents, presentations and spreadsheets. It depends upon the value the asset brings to the company. There are 3 key elements that make any single file a digital asset. A digital asset must:</p> <ul style="list-style-type: none"> <li>• Be a digital file owned by an individual/company,</li> <li>• Provide value to the individual/company, and</li> <li>• Be searchable and discoverable (usually with metadata).</li> </ul> <p>Our strategy is to use digital assets specifically in social media posts and for digital advertising, website and to build our library.</p> <p>We will continue to build our digital photo library and Glendive promotional video library. Specifically, photos/video of action - people engaged in our great amenities here such as paleo experiences, fishing, hunting, eating shopping, etc.</p> <p>We also want to build specific 20 second videos highlighting the great amenities to engage in when exploring our community.</p> <p>We are still working to build a digital photo and video library. We will work with our local TBID to establish a VisitGlendive YouTube channel to provide an access storage location for our videos in particular.</p> <p>The world of Instagram and social media</p>	<p>Hubspot   <a href="https://blog.hubspot.com/">https://blog.hubspot.com/</a> <a href="https://blog.hubspot.com/marketing/state-of-video-marketing-new-data">https://blog.hubspot.com/marketing/state-of-video-marketing-new-data</a></p> <p>97% of marketers claim that videos help customers understand products.</p> <p>Cisco   <a href="https://www.cisco.com/c/dam/m/en_us/solutions/service-provider/vni-forecasthighlights/pdf/Global_2021_Forecast_Highlights.pdf">https://www.cisco.com/c/dam/m/en_us/solutions/service-provider/vni-forecasthighlights/pdf/Global_2021_Forecast_Highlights.pdf</a>  <a href="https://techblog.comsoc.org/2017/06/10/cisco-increased-use-of-web-video-to-be-82-of-all-internet-traffic-by-2021/">https://techblog.comsoc.org/2017/06/10/cisco-increased-use-of-web-video-to-be-82-of-all-internet-traffic-by-2021/</a></p> <p>Over 80% of all traffic will consist of video by 2021 Live video will account for 13 % of traffic by 2021</p> <p>Social Media Today   <a href="https://www.socialmediatoday.com/news/the-state-of-video-marketing-in-2018- infographic/518339/">https://www.socialmediatoday.com/news/the-state-of-video-marketing-in-2018- infographic/518339/</a></p> <p>90% of consumers claim a video will help them make a purchasing decision.</p>	<p>Success will be measured by completion of video projects and acquisition of photo assets.</p>	<p>We are focusing ongoing digital targeting campaigns along with our own direct managed social media to meet today's visitors in the mediums they are using before they travel, while traveling in our region, and while exploring our community. The success of this is dependent on strong impactful imagery rather than photographic or video form. Complete a 3 day photoshoot with the intent on content creation, video and photo content/library.</p>	<p>\$5,473.00</p>	<p>Yes. We were able to hire photographer and drone operator/videographer to do a 3 day photoshoot with Makoshika State Park and Visit Southeast Montana. We were able to acquire 1 two minute video and 1 one minute video. We also acquired 256 photos and raw drone footage. The 3 day shoot covered the following: Dino digs, Makoshika State Park, FOLF, golf course, hiking, biking, DCC College, Glendive Businesses, etc. We were able to get drone footage to use for future digital campaigns. This photoshoot created content for digital and print advertising as well as content for social media. We have also used this content for the creation of the Visit Glendive website. Yes, this was successful and we will do it again to continue building our content library. We need to continue this to have more content for social</p>

		markting requires quality digital assets.					media and web development.	
Marketing Support	Joint Ventures	<p>The CVB will partner in marketing projects (joint ventures) with MOTBD and other lodging facility use tax funded entities (CVBs and Regions)</p> <p>Projects that are decided upon after the approval of the annual marketing plan shall be funded through opportunity marketing, as a new project, or by transferring funds within the approved organization's budget into their joint venture line item.</p> <p>Once a successful joint venture activity/project is identified the marketing plan Segment and Joint Venture method will be updated with specifics.</p>	<p>Specific details of the Joint Venture(s) are not known at the time of the marketing plan development, however, past experience has shown that partnering with MOTBD and or other Regions and CVBS is a successful method.</p> <p>Once a Joint Venture is identified the supporting research and statistics section of the marketing plan will be updated with specifics.</p>	<p>The goal is to work with another tourism organization to further develop the Vist Glendive Website.</p> <p>Success will be measured according to the specific joint venture(s) identified.</p> <p>This section will be updated once Joint Venture(s) is identified and method is employed.</p>	<p>This section will be updated once Joint Venture(s) is identified and method is employed.</p> <p>The CVB has participated in Joint Ventures with MOTBD and othe CVBs and tourism Regions such as Southeast Montana in the past. This method has proven to be successful in leveraging additional funds and resources and special pricing that would not be available to the organization if marketing alone.</p>	\$1,000.00	<p>No funds were spent but we look forward to joint ventures in the future. However, this was successful because we partnered with Visit Southeast Montana to assist with FAM Trips. We plan to do this in teh future.</p>	
						\$44,232.00		

**Markething Method Evaluation Attachments**

- Attachment 1
- Attachment 2
- Attachment 3
- Attachment 4
- Attachment 5
- Attachment 6
- Attachment 7
- Attachment 8
- Attachment 9
- Attachment 10

**Marketing Method Budget**

Marketing Segment	Marketing Method	Bed tax funded budget	Non bed tax funded budget (optional)
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Consumer	Printed Material	\$1,000.00	\$0.00
Consumer	Social Media	\$2,000.00	\$0.00
Consumer	Travel Guide	\$1,000.00	\$0.00
Consumer	Travel/Trade Shows	\$2,000.00	\$0.00
Consumer	Print Advertising	\$3,000.00	\$0.00
Consumer	Online/Digital Advertising	\$7,298.00	\$0.00
		\$16,298.00	\$0.00
Marketing Support	Administration	\$4,211.00	\$0.00
Marketing Support	TAC/Governor's Conference meetings	\$2,500.00	\$0.00
Marketing Support	Opportunity Marketing	\$4,000.00	\$0.00
Marketing Support	Wayfinding	\$500.00	\$0.00
Marketing Support	Billboards/Out-of-Home	\$8,000.00	\$0.00
Marketing Support	Promotional Items	\$1,500.00	\$0.00
Marketing Support	Fam Trips	\$750.00	\$0.00
Marketing Support	Digital Asset Management/Aquisition	\$2,000.00	\$0.00
Marketing Support	Joint Ventures	\$1,000.00	\$0.00
		\$24,461.00	\$0.00
		\$40,759.00	\$0.00

**Miscellaneous Attachments**

Description	File Name	File Size
FY 21 Marketing Plan Total by %	FY 21 Marketing Plan Total by %.pdf	223 KB
FY21 Marketing Plan Total Budget by Marketing Segment	FY21 Marketing Plan Total Budget by Marketing Segment.pdf	390 KB
FY21 Marketing Segment	FY21 Marketing Segment.pdf	406 KB
FY21 Glendive budget by Method	Glendive CVB FY21 Budget by Method.pdf	218 KB
FY21 Glendive budget by Method	Glendive CVB FY21 Budget by Method.pdf	218 KB
FY21 Glendive budget by Method	Glendive CVB FY21 Budget by Method.pdf	218 KB
FY21 Glendive budget by Method	Glendive CVB FY21 Budget by Method.pdf	218 KB
FY21 Glendive Budget by Segment	Glendive CVB FY21 Budget by Segment.pdf	316 KB
FY21 Glendive Budget by Segment	Glendive CVB FY21 Budget by Segment.pdf	316 KB
FY21 Glendive Budget by Segment	Glendive CVB FY21 Budget by Segment.pdf	316 KB
FY21 Glendive Budget by Segment	Glendive CVB FY21 Budget by Segment.pdf	316 KB
FY21 Glendive CVB Budget pie charts - excel version	Glendive CVB FY21piecharts.xlsx	33 KB
FY21 Glendive CVB Budget pie charts - excel version	Glendive CVB FY21piecharts.xlsx	33 KB
FY21 Glendive CVB Budget pie charts - excel version	Glendive CVB FY21piecharts.xlsx	33 KB
FY21 Glendive CVB Budget pie charts - excel version	Glendive CVB FY21piecharts.xlsx	33 KB
Budget to Actual FY21 & FY22	Glendive FY21.FY22 B2A.xlsx	13 KB
Glendive CVB FY21 Pie charts Excel	GlendiveCVBFY21piecharts Updated.xlsx	48 KB

**Reg/CVB Required Documents**

Description	File Name	File Size
FY21 Required Documents	Glendive Required paperwork.pdf	129 KB

## ***Reg/CVB Required Documents***

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<b>Description</b>	<b>File Name</b>	<b>File Size</b>
FY21 Required Documents	Glendive Required paperwork.pdf	129 KB



