

GLASGOW, MONTANA

# BRAND ESSENCE

— 2017 —

THE WENDT AGENCY





# GLASGOW, MONTANA – BRAND DEVELOPMENT

## EXECUTIVE SUMMARY

### *Background*

Glasgow was founded in 1887 as a railroad town by James J. Hill, who was responsible for creating many of the communities along the Hi-Line. The town was named after Glasgow in Scotland. Glasgow grew during the 1930s when President Franklin D. Roosevelt authorized the construction of the Fort Peck Dam, which became a major source of employment for the Glasgow area.

During World War II, the Glasgow Army Airfield housed the 96th Bombardment Squadron and 614th Bombardment Squadron at different times. After the war ended, part of the facility eventually became the Glasgow Airport. In the 1960s, the population rose to about 6,400 due to the nearby Glasgow Air Force Base. A significant amount of mid-century modern and Googie-style architecture was built in Glasgow at this time, much of which survives. Glasgow currently functions as the major regional administrative, shopping, and services hub for Valley County and some of the areas beyond.

As of May 2012, the major industries present in Glasgow are retail (23 percent of employment), public administration (16 percent), construction (14 percent), and health care and social assistance (7 percent). Farmers and farm services comprise 4 percent of employment. As of June 2014, the unemployment rate was 3.2 percent.

Glasgow rests on the Hi-Line of the BNSF Railway and is served daily, both east and west, by Amtrak's Empire Builder route. Glasgow is also served by the airport's daily commercial service to Billings. U.S. Highway 2 serves as a main artery for the major east-west traffic corridor of the northern Great Plains region. Montana Highway 24 passes near the city, a major north-south route connecting Montana to Canada.

## EXECUTIVE SUMMARY

### *Overview*

The city of Glasgow completed a City Growth Policy in 2013 and a Downtown Revitalization Plan in 2015. As part of a grant award from the Montana Main Street Program through the Department of Commerce, Glasgow partnered with The Wendt Agency to develop the Glasgow brand. Glasgow wanted to capture its essence as a thriving community with an emphasis on families, recreation, and a good quality of life.

### *What is Branding?*

Branding is the process of establishing and continuing to manage an organization's reputation. It is the relationship between the consumer and a product. A product can be a retail good or service, a community, a tourist destination, or a company.

A brand is not a logo, tagline, ad, corporate colors, or fonts. These are elements that support the brand. The brand is the total of what the consumer (or potential consumer) thinks and feels and how he/she interacts with the brand. It is incumbent upon the marketer to try to influence this behavior. Brands held in high esteem by the consumer are used more frequently, and therefore capture a greater share of the consumer's spending.

The brand is created by every consumer interaction, from advertising, public relations, and community outreach, to knowledgeable and friendly professionals providing service to the consumer. The organization manages its brand by managing every touchpoint provided to the consumer. The total consumer experience and impressions create the brand reputation, and consistency is the key to gaining and maintaining an organization's brand equity.

To develop a positive brand, it is important to convey a strategic and consistent marketing message to the consumer. This strategy will create a structure that will ensure the organization delivers a consistent message through all channels and will impact the consumer quickly and more significantly.

We identify an organization's unique core attributes, competitive advantages, and strengths through the brand development process.

## EXECUTIVE SUMMARY

### *Steps to building a brand*

- Develop a brand team
- Assess the current situation
- Develop a brand positioning statement and brand promise
- Build the brand within the overall marketing plan and creative direction
- Communicate the brand to all stakeholders

### **The Glasgow brand team has been established and includes the following stakeholders:**

- Betty Stone – Cottonwood Inn – betty@cwimt.net
- Mary Fahlgren – Wheatgrass Arts – wheatgrassarts@gmail.com
- Michelle Tade – Cottonwood Inn and Two Rivers – michelle@cwimt.net
- Danelle Murch – Glasgow Chamber – chamberassistant@nemont.net
- Lisa Koski – Glasgow Chamber – chamber@nemont.net
- Haylie Shipp – KLTZ/KLAN – haylie@kltz.com
- Sarah Swanson – Farm Equipment Sales – spartridge@fesmt.com
- Stacey Amundson – City of Glasgow – cityofglasgowmt@hotmail.com
- Tami Burke – Glasgow TBID – tbidglasgow@nemont.net
- TeAra Bilbruck – Two Rivers Economic Growth – trg2@nemont.net; teara\_bilbruck@hotmail.com
- Sean Heavey – alcouartz@gmail.com
- Drew Markle – Markle’s Inc. – dwmarkles.net

## EXECUTIVE SUMMARY

### *Steps to building a brand*

**In addition to the brand team, the following people were invited to participate in one-on-one phone surveys to provide their input:**

- Stan Ozark, KLTZ/KLAN Radio
- Bob Connors, superintendent, Glasgow Public Schools
- Brenner Flaten, athletic director and vice principal, GHS
- Doris Ozark, Frances Mahon Deaconess Hospital
- John Fahlgren, commissioner, Valley County
- Galen Zerbe, owner, Zerbe Brothers
- Norm Sillerud, owner, Hi-Line Ford
- Tanja Fransen, meteorologist, NOAA
- Bruce Barstad, chief of police, Glasgow Police Department
- Sam Waters, president, First Community Bank
- Sam Knodel, owner, Eugene's Pizza
- Becky Erickson, mayor, City of Glasgow

**As we audited the Glasgow brand, we examined:**

- The Glasgow brand persona – through brand eulogy
- Glasgow's brand ladder – reviewing attributes, benefits, and values
- Creative brief

Our goal is to look for meaningful insights to sharpen our marketing efforts as we try to reach our identified target audience. To keep our messaging and brand clear and concise, we need to be cognizant of keeping our focus on the visitor and relocating people and families. It's imperative that we, as stewards of the Glasgow brand, maintain the integrity of the positioning statement and brand promise, and not dilute our efforts by focusing on individual businesses, products, or goals. As a community, we'll strive to deliver what the visitor values and maximize our efforts by speaking with one unified voice.

## UNDERSTANDING GLASGOW'S BRAND ESSENCE AND PERSONALITY

### *Brand Eulogy*

Wendt tasked the Glasgow Brand Team with a creative exercise that asked each participant to write a eulogy for Glasgow (complete eulogies are located in the appendix at the end of this report). The purpose of this exercise was to treat Glasgow as if it were a person and summarize Glasgow's legacy. After each person read their eulogy, they were asked to distill their thoughts into one poignant statement.

#### **The results are as follows:**

- Agriculture/ranching
- Diverse community
- Business
- Tourism/cultural/outdoor
- Various activities
- Welcoming
- Entrepreneurism
- Youth
- Home
- Safe
- Supportive
- Togetherness
- Friendly faces
- Tenacity
- Grounded

A careful appraisal of the eulogies one-by-one revealed even more opportunity for defining Glasgow's Brand Essence. The top words used to describe Glasgow, and the life he/she supposedly lived, were **agriculture (4), tourism/cultural/outdoor, safe (2), friendly faces, community pride/tradition, charitable/generosity, opposite of sensory overload/relaxed/peace.**

# UNDERSTANDING GLASGOW'S BRAND ESSENCE AND PERSONALITY TRAITS

## *Laddering the Glasgow Brand*

Brand laddering refers to the gradual change in focus to achieve a better connection with a consumer. The goal of laddering is to form stronger bonds with the consumer, ensuring retention and brand loyalty. This is accomplished by focusing on a consumer's emotional connection, which may have parity in the marketplace.

**The purpose of this exercise is not only to move from promoting Glasgow's attributes and benefits but to find ways to connect those benefits to the lifestyle or value system of the core consumer.**

### VALUES

Values (emotional connection to the consumer) – Freedom · Prosperity · Sense of peace · Simplicity · Fun! · Welcome · Safety · Health · Genuine · Pace · Sense of being taken care of · Family · Pride of place · Tradition · Integrity · Charity · Generosity · Knowledge · Have a voice

### BENEFITS

Benefits (what those attributes mean to consumers) – Cater experience based on interest · Authentic experience · Healthy living · Fun! · Contemporary/modern amenities · Safety · Economic benefit market · Ease of living · Peace of mind · Family/youth centric · Ease of access · Relaxation · Affordable · Connection to history · Cultural experiences · Stability in leadership · Educational opportunities · Cultural diversity

### ATTRIBUTES

Attributes (features of the Glasgow brand) – Children's Museum of Northeast Montana · Valley Events Center · Fort Peck Lake · For Peck Interpretive Center · Fort Peck Summer Theatre · Brewery · Accommodations · Three implement dealers · Hospital/Stat Air · Stockyards · Trails · Large wildlife population · Museums · Fishing · Bowling alley · Good education system · Great cross sector of leadership · Train depot · Government offices · Faith communities · International airport · Golf/olf course · Milk River · Transportation · Events · Parks · Retirement facilities · CMR Refuge · Hunting · Library · Jail · Hot springs/Sleeping Buffalo · Big runway · Rail and air transportation · Bus system · Bike camp · Veterans Memorial · Rec center/city pool/fitness center · Coffee shops with Wi-Fi · Historic hotels · Northern tier route · Great shopping/diverse (unique and boutique) · Charitable organizations · Indoor roller skating · Ice skating · Rifle range · ATV trails · Public services · Health/fire departments · The Cottonwood · Lewis and Clark Trail · Dinosaur Trail · Outlaw Trail · Birding · Montana Made items · The sky · Movie theater · Farmers market · Art in the Park · Fair · Campsites · Professional services · Marina

## CREATIVE BRIEF

### *Background and Competitive Environment*

#### **Background:**

- Old West/outlaws
- Railroad Site 45
- Fort Peck Lake – Third-most-visited attraction after Glacier and Yellowstone National Parks

#### **Competitors:**

- Glacier National Park – tourists drive through, even though the region offers the same outdoor adventure without the crowd
- Billings
- Western Montana
- Yellowstone National Park
- Other outlying communities within Missouri River Country in terms of grants, attracting sports, etc.
- East vs. West
- Great Falls

### *Who are we targeting?*

#### **Tourists:**

- Sportsmen
- Families
- Retirees (active matures)
- Bicyclists
- Motorcyclists
- People seeking cultural experience
- Outdoor enthusiasts
- Glampers
- Adventurers

#### **Local:**

- Local community – communication
- Local business owners
- Economic development
- Individuals/families



## CREATIVE BRIEF

*What do we know about our target that will help us?*

### **Tourists:**

- They're active
- Seeking authentic experiences
- Seeking outdoor experiences
- They're traveling by car
- They're adventurous
- Feel welcome
- Want to have fun!
- Want cultural experience

### **Locals:**

- Good healthcare
- Convenience
- Access
- Taking for granted what we have
- Businesses want to feel valued, and they aren't feeling that
- Want experience and shared values
- Build relationships

### **Economic Development:**

- Looking for stability
- Looking for financial security
- Immediate network
- Convenient transportation
- They want local support businesses

## CREATIVE BRIEF

### *What do they think now?*

- Nothing to do
- No big chain stores
- Middle of nowhere
- Nothing to see
- Not accessible
- Don't feel welcome
- Not "connected" (Wi-Fi, etc.)
- Wild – unjustly romantic
- Economic development
- Community members aren't always the best advocates

### *What do we want them to think?*

- A great place
- Won't be patronized
- Opportunity (for startups)
- Supported
- Art/culture
- Vibrant and progressive community
- Valued

### *Conclusions and Recommendations*

The following conclusions and recommendations are offered for consideration. They reflect the overall learning from the eulogy, brand laddering, and creative brief exercises, independent research, and general discussion.

### *Key Findings*

Glasgow's branding efforts need to be inclusive of residents, out-of-town (and state) visitors, and families/individuals looking to relocate to Glasgow. Branding starts internally, with businesses and locals taking pride in storefronts, appearance, and attitudes. There is a strong sense of family and charitable giving in Glasgow, with businesses and residents alike willing to lend a helping hand.

Glasgow functions as a service hub for many outlying communities. Many depend on Glasgow's ability to provide routine and emergency medical care, educational guidance, shopping opportunities, cultural and historic activities, and commerce – which includes the most implement dealers in the region. Glasgow enables residents in the surrounding area to enjoy their quality of life by ensuring that all of their daily necessities are available a short drive away.

## DEFINING THE GLASGOW BRAND

### *Key Words*

**Freedom** – Glasgow offers freedom from big-city stress and obligations with the wide-open spaces necessary to embrace a feeling of no boundaries.

**Generosity** – Large and small, the community continues to support and rally around people and causes it holds dear.

**Integrity** – The people are invested in being good neighbors, in each other, their businesses, their landmarks, and their history.

**Simplicity** – From the beautiful vistas and the slower pace to affordability and amenities, Glasgow provides every necessity for enjoying the simple pleasures.

**Sense of Peace** – With its friendly residents, life at your own pace, and safe environment, Glasgow offers a calm and peaceful atmosphere to live and raise a family.

### *Positioning Statement*

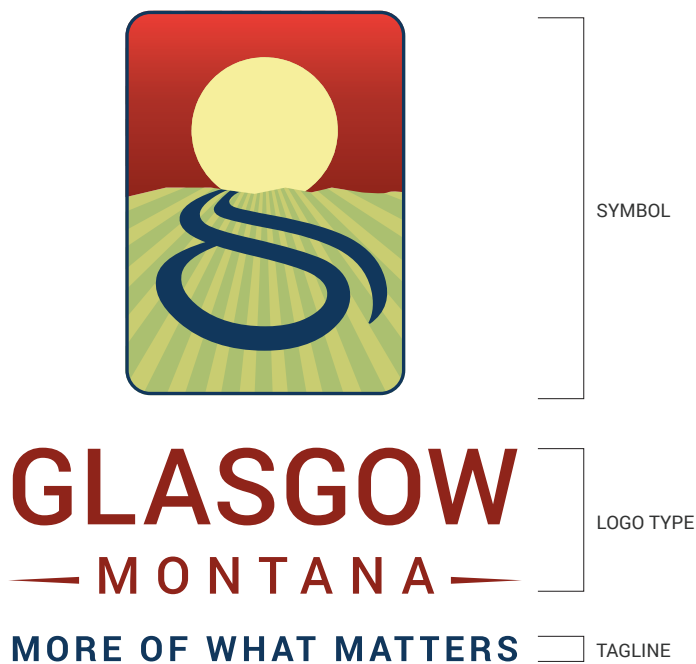
PROUDLY NAMED AFTER A TOWN IN SCOTLAND, GLASGOW IS A VIBRANT HUB IN NORTHEAST MONTANA WHERE LIFE IS LIVED AT THE PACE YOU CHOOSE. ROOTED IN AN APPRECIATION FOR TRANQUILITY, FREEDOM, AND TRADITION, LIFE IS JUST SIMPLER HERE. INTEGRITY AND GENEROSITY ARE THE BACKBONE OF OUR COMMUNITY, WHICH IS WHY OUR PEOPLE GO THE EXTRA MILE FOR THEIR NEIGHBORS AND WELCOME VISITORS WITH A FRIENDLY SMILE AND GENUINE NORTHEASTERN MONTANA HOSPITALITY. GLASGOW OFFERS A BLEND OF LOCAL RETAILERS, QUAIN T BOUTIQUES, FUN FAMILY ATTRACTIONS, TASTY COFFEE SHOPS, EATERIES, AND A BREWERY – ALL SURROUNDED BY SWEEPING LANDSCAPES AND RECREATIONAL OPPORTUNITIES UNDER DRAMATICALLY ENDLESS SKIES. WITH OUR WIDE OPEN SPACES, THERE IS PLENTY OF ROOM TO EXPLORE OUTDOOR ADVENTURE AND NATURE’S WONDERS WITHOUT THE CROWDS.

## GRAPHIC STANDARDS

### *Logo*

Consistent use of the correct logo in all circumstances is vital so that your community presents a strong, unified brand image. The logo should appear on all items seen by the public (forms, stationery, signage, etc.), as well as internal documents, clothing, etc.

The **Glasgow** logo is a graphic element, and should not be “rebuilt” in any circumstance. Color, or black and white versions of the logo are available in digital format for any necessary usage.



# GRAPHIC STANDARDS

## Logo

FULL COLOR



**GLASGOW**  
— MONTANA —  
MORE OF WHAT MATTERS

FULL COLOR - SIMPLIFIED



**GLASGOW**  
— MONTANA —  
MORE OF WHAT MATTERS

FULL COLOR - SIMPLIFIED



**GLASGOW**  
— MONTANA —  
MORE OF WHAT MATTERS

ONE COLOR



**GLASGOW**  
— MONTANA —  
MORE OF WHAT MATTERS

ONE COLOR



**GLASGOW**  
— MONTANA —  
MORE OF WHAT MATTERS

ONE COLOR - WHITE REVERSE



**GLASGOW**  
— MONTANA —  
MORE OF WHAT MATTERS



## GRAPHIC STANDARDS

### *Logo Color Usage*

Logo color reproduction is also vital in maintaining a unified brand image. The logo can be reproduced using “spot” color or “process” color in the conventional printing process. Spot color refers to the actual color and process color means a color is created by using a combination of four colors: cyan, magenta, yellow, and black.



**GLASGOW**  
— MONTANA —  
MORE OF WHAT MATTERS



**GLASGOW**  
— MONTANA —  
MORE OF WHAT MATTERS

#### PROCESS COLOR



C - 0  
M - 90  
Y - 85  
K - 0



C - 15  
M - 91  
Y - 91  
K - 38



C - 4  
M - 2  
Y - 48  
K - 0



C - 24  
M - 9  
Y - 69  
K - 0



C - 34  
M - 9  
Y - 69  
K - 4



C - 99  
M - 82  
Y - 38  
K - 28

#### SPOT COLOR

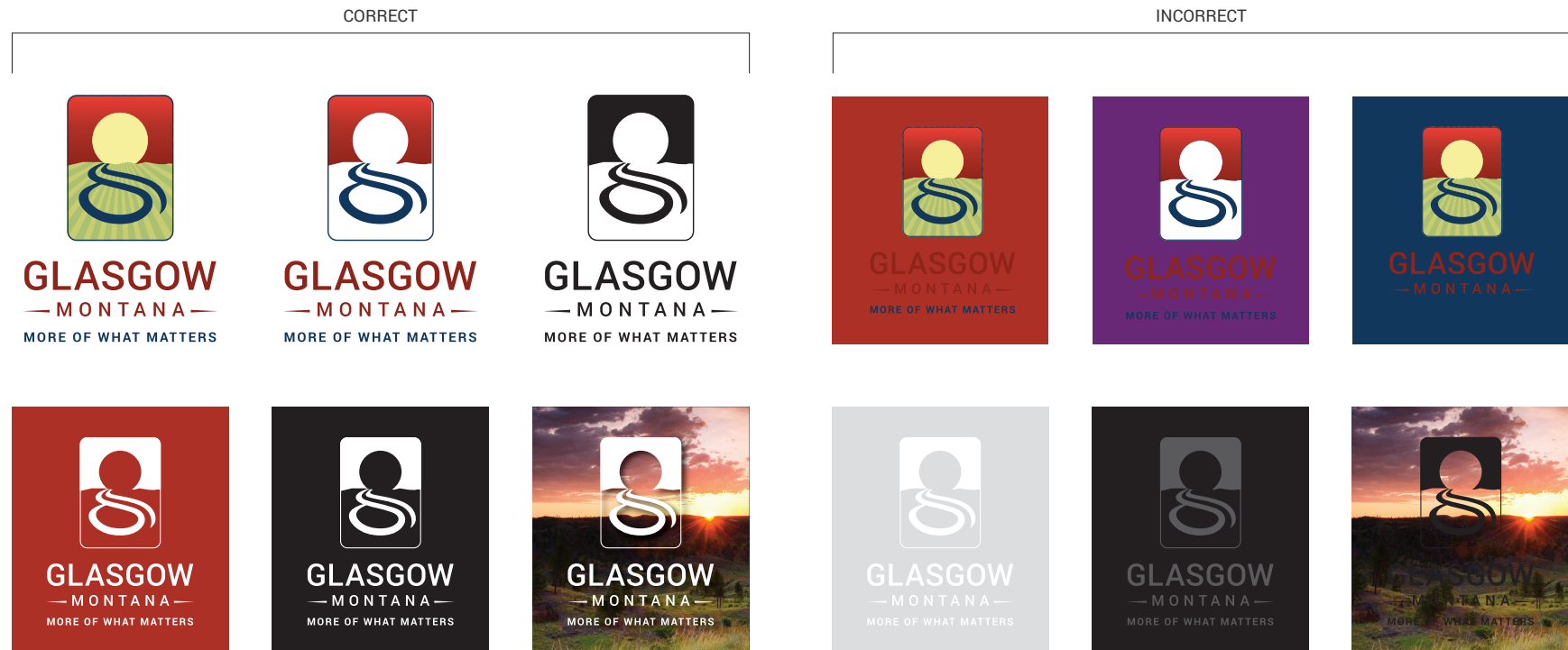


PANTONE  
187C

## GRAPHIC STANDARDS

### *Logo Usage*

When your logo is used on a colored background, the background needs to be dark or light enough to have legible contrast between the logo and the background. Avoid colored backgrounds that “clash” with the logo and logotype colors.



## BRAND IN ACTION

### *Print Ad Concept Examples*



FIND THE  
**DRAMA**  
YOU'RE LOOKING FOR

In Glasgow, Montana, life is just simpler. With less of the meaningless and more of what matters, you will have the space and time to explore our charming community complete with quaint boutiques, fun family attractions, and tasty eateries—all surrounded by sweeping landscapes and dramatically endless skies.

**WEBSITE.COM** • 555-555-5555



**GLASGOW**  
— MONTANA —  
MORE OF WHAT MATTERS

## BRAND IN ACTION

*Print Ad Concept Examples*

FIND THE  
**SPACE**  
YOU'RE LOOKING FOR

In Glasgow, Montana, life is just simpler. With less of the meaningless and more of what matters, you will have the space and time to explore our charming community complete with quaint boutiques, fun family attractions, and tasty eateries—all surrounded by sweeping landscapes and dramatically endless skies.

[WEBSITE.COM](#) · 555-555-5555



**GLASGOW**  
— MONTANA —  
MORE OF WHAT MATTERS

## BRAND IN ACTION

*Print Ad Concept Examples*



FIND THE  
**CONNECTION**  
YOU'RE LOOKING FOR

In Glasgow, Montana, life is just simpler. With less of the meaningless and more of what matters, you can connect with yourself and each other in our charming community complete with quaint boutiques, fun family attractions, and tasty eateries—all surrounded by sweeping landscapes and dramatically endless skies.

[WEBSITE.COM](#) · 555-555-5555



**GLASGOW**  
— MONTANA —  
MORE OF WHAT MATTERS



## APPENDIX

### *Written Eulogies*

**One** - Valley County and Glasgow/Fort Peck are to the WPA projects and FDR's legacy what Butte is to the labor movement – and we stopped telling that story and forgot the lessons (i.e., Valley vs. Toole countries last 20 years – prison/Hi-Line, etc.

Ag was the backbone of our founders and is still our strongest industry, outpacing all others by millions of dollars per year (trim tax base to dollars spent in local businesses to show volunteers/people) but isn't always included in our messaging or intentional efforts.

Today three dealers only community in county with 300,000 capacity in storage than any other Montana city.

Glasgow's story is rooted in the people/generosity/continued overwhelming support of local causes – even as disconnected and competitive as our nonprofits are from one another (re: same donors).

Too similar issues/projects/same event dates and the overwhelming generosity of our community hides these mistakes, likely reducing the overall impact. Huge growth opportunity here!

**Two** – Everything RED – angry color. Today we lay to rest Glasgow's less-attractive and portrayed image. We will embrace that we'll no longer portray:

- A sad old town on the way to Fort Peck
- Lost travelers
- All Scotties everything
- Nothing-to-do stigma
- Bar town
- Platform
- Scarce stops for residents and travelers
- Dead downtown

**Three** – Glasgow is a small community with generous people. A safe community where you don't need to lock your doors. People work hard to make it a great place to live. People support local businesses and want to see them succeed. Glasgow has a lot to offer. These are different boards working together and not trying to "outdo" each other.

## APPENDIX

### *Written Eulogies*

**Four** – Glasgow, Montana, came into my life in the fall of 1992. Moving from Minneapolis, Minnesota, where I was on sensory overload, to a quiet homestead where I could see for miles and miles. Glasgow was a small community where everybody seemed to know everybody and also who was new to town. Glasgow brought a renewed sense of peace for many that visited. Inviting, welcoming, small town = Glasgow. Glasgow offered great parks and friendly faces.

**Five** – Glasgow died today following a long and sad battle with forces she could not control. The slow death was initiated by a sudden surge in online shopping, but ultimately it was the nationwide recession that put the nail in the coffin. With collapsed agricultural markets, the farmers and ranchers were all forced to find a living elsewhere, leaving all those who depended on them with no economic means. Glasgow was preceded in death by her sisters, Nashua, Hinsdale, Opheim, Richland, Glentana, St. Marie, Fort Peck, Beaverton, and Peerless. In lieu of flowers, donations can be made to the charity of your choice via [donations.amazon.com](https://www.amazon.com).

**Six** – The “old” Glasgow has passed today and along with that so did the concept of “living in the sticks.” We no longer have to travel by horse and carriage, we have public transportation of train, plane, and automobiles!

When broke down on a road and looking for a phone booth, we have the service for modern technology of computers and even smartphones with all the data. Gone are the “Wild West” cowboys and ranch/farm help. We have modern plumbing and electricity for those making a living off the land. It’s been a sweet life but now it’s sweeter with wide open spaces provided by modern technology!

**Seven** – Glasgow began as a railroad siding over 100 years ago. Over the years, Glasgow evolved into the hub of Northeast Montana promoting tourism and agriculture. Glasgow was a community known for many traditions. Glasgow had a unique “small town” image that gave you a sense of safeness. Glasgow’s economy was dependent on the ag industry. Glasgow had a strong sense of pride, and its community involvement was relatively strong.

## APPENDIX

### *Written Eulogies*

**Eight** – The town of Glasgow is close-knit and friendly. Business owners call you by name and travelers wave to all who pass by. There is a strong sense of community, and people genuinely care about each other’s welfare. There are many business opportunities in healthcare, ag, tradesmanship, and entrepreneurship. Glasgow recognizes the significance of training programs and education, such as STEM, in preparing our youths for variable jobs right in their own community. Outdoor activities are abundant and too numerous to mention, but just a few include waterskiing, swimming, biking, boating, fishing, and hunting. The arts are alive more than ever before with live theater, art galleries, and music. Families from near and far enjoy festivals, fairs, rodeos, and our museums. We value the relationships with our neighbors in Canada and nearby states. We are a destination. We are home!

**Nine** – Here lies Glasgow, Montana. It has served its community well. In its time, it nurtured the scholar, the athlete, the artist, the sportsman, and families. In its lifetime, Glasgow provided many opportunities for its residents. Glasgow is its residents. It is surrounded by outdoorsman activities such as fishing, boating, hunting, hiking, cattle, and grain. The heart of Glasgow provided a swimming pool, health centers, and year-round event center. Glasgow

nurtured its artists through dance, community music events, the IPST, art galleries and classes, art events, and venues for local artists. Glasgow’s spiritual life was evident through its many active faith communities. Feeding Glasgow too was the warmth and welcoming of its accommodations for those who visited Glasgow.

**Ten** – Glasgow was born a railroad town. Its residents were a rough and tumble mixture of outlaws, cowpokes, and struggling businessmen. As homesteaders began working the land, agriculture, and ranching became a big part of the Glasgow economy. Glasgow grew up with the boom created by the new Air Force base located just north of it. As the base closed and the population left, Glasgow’s economy struggled, but she was strong and had a great community to build new businesses. With Fort Peck as her neighbor, she promoted outdoor recreation, and tourism increased. Glasgow passed away slowly as one person after another decided someone else should do the work of making her a better place to live, work, and play. Northeast Montana no longer has a regional hospital or shopping.

## APPENDIX

### *Individual Surveys*

#### **Survey Number One**

##### **Why do you think Glasgow needs branding?**

We've never had a brand before. I think of chokecherry festivals, Wolf Point stampede... We've never had a drawing card. We've struggled between farming/ranch and tourism. It would help draw more people to our community. It will build many activities around that. We could always use more people in our community.

##### **Creative Brief:**

##### **What are Glasgow's top five attributes?**

The people. I guess we have so many recreation – hunting/fishing – that's a real drawing card. Lots of opportunities for younger people to start businesses. A wonderful place for young families to move back. We have a wonderful school system. The key is to get young people to move back to the community. It's important to know your neighbors. We don't have crime like the larger cities do. We are getting more crime from the Bakken and the reservation – like drugs. We have a very proactive police department.

##### **If you were inviting someone to visit or move to Glasgow, use one sentence to describe why Glasgow is a great destination:**

We've had some of the highest quality interviews for one job in the shop. We have a lot of people wanting to move to Glasgow. Family, neighbors, the people – many, many outdoor activities. Strong school system, low in crime.

##### **Background and Competitive Environment:**

##### **Who are we targeting?**

It would be nice to target educated families. A lot have people have been left here from the Bakken. A lot of the people haven't had the money to leave, so it's been a drain on the community and the resources. Educated people. Nice to have families/people that come back and share their gifts and talents. Nice to have people who come back and bring their knowledge, instead of down on their luck. We need people who can add to the community.

##### **What do we know about the target that will help us?**

They want to move back. They love to hunt and fish. They love the people. Knowing your neighbor. They always feel so welcome here. Heard a lot of compliments that people feel welcome.

## APPENDIX

### *Individual Surveys*

#### **Survey Number One**

##### **What do they think now?**

You see young families moving back – they have good memories from growing up in Glasgow – camping, fishing. They're repeating the experience. They want to bring their families back to have the same experience. It's pretty laid back here. If you want to get involved, you can get involved. They're made to feel very welcome.

##### **What do we want them to think?**

We have space and a different beauty. Wide open. You feel like the lake is yours. Solitude, yet there's a lot to do. The people in the community are very giving. When they put their minds to something in this community, they get it done.

**Final thoughts:** After branding, would like to get murals painted in underpass, along building.

#### **Survey Number Two**

##### **Why do you think Glasgow needs branding?**

More so now that the Bakken has taken a dip, need to brand that we are the closest town (2 weeks on, 2 weeks off); need to promote like Miles City does – that this is a great town within driving distance. Safe town that you can leave your family in while you're working in the Bakken.

##### **Creative Brief:**

##### **What are Glasgow's top five attributes?**

The big town in the area. All of the amenities that you would need to get along with. We have the flights, essential air service. Ability to get to Billings in a hour, twice a day. Water 20 minutes away. Hunting within a half hour drive. Revitalized business district throughout the town. Strong presence on Highway 2. Great schools. Brand new K-5 built. Strong education support throughout the town. The people – the people are unbelievable.



## APPENDIX

### *Individual Surveys*

#### **Survey Number Two**

**If you were inviting someone to visit or move to Glasgow, use one sentence to describe why Glasgow is a great destination:**

Glasgow is a great destination because we are the big town in the area. We are the destination city. Within an hour you can get to wherever you want to go to enjoy the outdoors.

#### **Background and Competitive Environment**

Billings, Great Falls are the biggest threat. Bismarck on the other side. Three big towns within 4.5 hours.

#### **Who are we targeting?**

Small business with younger families. Someone who would enhance the educational system through teaching. The school, the railroad, and the hospital – we need to make sure the school system is in place so that doctors and workers feel like they can bring their families here. We want them to feel comfortable with the education system we have in place so they feel comfortable enough to do that.

#### **What do we know about the target that will help us?**

If we can get them here, they'll stay here. That's what we're seeing with teachers. Opening up opportunities for student teachers. If they come, they'll stay.

#### **What do they think now?**

Remote. They don't understand the topography – that it's not flat, that there are rolling hills. That the lake has as much shoreline as California. They don't understand the area enough to appreciate it. And that it's windy, windy.

#### **What do we want them to think?**

If we promote like we are Hamilton or Kalispell – that we're the big town in the area. The big-town feeling. We have the history of horse thieves and outlaws. Unbelievable museum. A lot of items that they can't get anywhere else. A lot of hidden gems that we need to expose.

**Final thoughts:** Great survey. We hit all the high points.

## APPENDIX

### *Individual Surveys*

#### **Survey Number Three**

##### **Why do you think Glasgow needs branding?**

The biggest thing is that – not everyone is in love with Northeast Montana right away. Towns and schools are slowly going away. Glasgow has fought that off for the last 20-25 years. To find a way to grow, branding would really help.

##### **Creative Brief:**

##### **What are Glasgow's top five attributes?**

Two branches – outdoor opportunities, obviously. Fishing: we have world-renowned Fort Peck Reservoir – Milk River, Missouri River; other bodies of water for recreation. Well known for Catfish Classic and Governor's Cup. Walleye. Hunting is another attraction, including families. All types of terrain. Pines for elk. Flats for mule deer. Milk River for whitetail.

The way of life for a lot of people here. Agriculture is stronger here than most places. People are just getting bigger. Still have a lot of families in this area that are dryland wheat farming or cattle ranching.

Glasgow's school district and its sports teams are very strong. Almost like a college team. Scottie dog, plaid, and bagpipes are very unique to the town.

Railroad brings people to the community. Essential to this part of the state. Lots of employees. Don't see it going away. Big factor in Glasgow.

There are a lot of places to eat, lots to offer.

##### **If you were inviting someone to visit or move to Glasgow, use one sentence to describe why Glasgow is a great destination:**

It's a great destination because the people are very inviting. There is something to be said for small-town living, especially in Montana. People fit in really well. The outdoors, opportunities, and kids in smaller settings. A place where someone could pull up shop and there's something for everyone. It's a great place to raise kids.

## APPENDIX

### *Individual Surveys*

#### **Survey Number Three**

##### **Background and competitive environment**

A lot of times you lose people because of job opportunities and making a decent living. They end up moving to Billings or Great Falls. Need to bring new things into town to entice people to stay. Glasgow and Valley County in general has something to do every night. When you're away, you see things that Glasgow has that other communities don't have.

**Traditions:** Community is over 100 years old. Annual events going on every weekend – sometimes two.

##### **Who are we targeting?**

We're targeting the younger family, that's our focus. We're always going to be able to bring people in who are retirement age. We're always going to get visitors in the summer. Young, single people. We want to target someone who can make the community thrive.

There are a lot more people trying to come back to the community and trying to make a living. We want people to raise their families through the school system.

##### **What do we know about the target that will help us?**

Still a lot of selling points in talking about small-town America or small-town Montana instead of looking at a bigger city. Security and no crime rate. Smaller class sizes. Fall back on opportunity. Enjoy the outdoors. Biking, kayaking, tubing right out the back door. A lot less crowded.

##### **What do they think now?**

They have a good feeling already. Trying to pull in new people. Come check out Glasgow. You might not have known we have this. Spend a week here and discover what we have. Reach out to people who don't know Glasgow.

##### **What do we want them to think?**

We want everything to continue. Wow. Glasgow is really growing. I don't know why it's growing, but it is. The elephant in the room is our long winters. Population would be five times the size if the winters were milder. We can make it work here. We don't need to go anywhere else, Glasgow is thriving. It's different than the rest of eastern Montana. We can take this chance. Move our family here.

## APPENDIX

### *Individual Surveys*

#### **Survey Number Four**

##### **Why do you think Glasgow needs branding?**

Need to get the message out of what we have and get a fresh identity.

##### **Creative Brief:**

##### **What are Glasgow's top five attributes?**

Location on the Hi-Line. We get trains, planes, and automobiles. Very accessible is the number one reason. Very clean community. Close to big recreational lake. Our schools and our hospitals. Our implement dealers. Our businesses. We have a lot more than a lot of people. Our schools are competitive with what other schools are bringing.

##### **If you were inviting someone to visit or move to Glasgow, use one sentence to describe why Glasgow is a great destination:**

A town where people are very friendly and there's lots of room for growth. A very supportive community.

##### **Background and competitive environment**

From the hospital standpoint, most of the people are coming from larger cities, and it's the distance they have to travel to get to what they're used to. It takes 4 1/2 to get to a Walmart, Costco, Shopko, etc. The town closes after 7 o'clock. No social aspect.

##### **Who are we targeting?**

Not sure who we're trying to reach. Everybody. Business prospects, people who are looking for a quiet rural town to raise their kids. State banquets, meeting and conventions.

##### **What do we know about the target that will help us?**

We know what they're here for, what they're doing, their interests.

##### **What do they think now?**

That it's a long ways to go. It's way over there. Distance is a factor. Unsure of geography. What the weather is like. Lack of activities.

##### **What do we want them to think?**

It's the best last place.

**Final thoughts:** Human brain craves ease and order. Easy to get to information. Eliminate unnecessary information. 90 percent of retention is visual. What is the feeling of the love? People buy on emotion, and rarely on logic. We need the warm, loving feeling.

## APPENDIX

### *Individual Surveys*

#### **Survey Number Five**

##### **Why do you think Glasgow needs branding?**

Pass

##### **Creative Brief:**

##### **What are Glasgow's top five attributes?**

When I think of a town, what we have is a town, we have a huge hospital. That is a drawing point. We have the railroad. We have live stockyards – quite huge for a rural town. We have three implement dealers that are strong. Two car dealers that are strong.

We have the huge Cottonwood Inn that is expanding. If we didn't have half of these things, we would be Malta, or Chinook, or Wolf Point. CRP program took \$50,000 to take land out of production. People weren't putting in their worst land. Couldn't get contracts full – pretty soon, people were leaving Glasgow because their whole farms were put in.

##### **If you were inviting someone to visit or move to Glasgow, use one sentence to describe why Glasgow is a great destination:**

I think we're a friendly community that welcomes people. The hunting, the fishing, and Fort Peck (theater and interpretive center).

##### **Background and competitive environment**

##### **Who are we targeting?**

The chamber has been busy trying to bring industry to Glasgow.

##### **What do we know about the target that will help us?**

Pass

##### **What do they think now?**

They must think it's OK. There used to be implement dealers in Malta, Wolf Point, and Poplar. If that was still the case, we'd have to try harder to get people to come to Glasgow. It gives us an advantage that we like.

##### **What do we want them to think?**

We're the county seat. Sometimes the county seat is good because people have to come and pay land taxes. And we have a USDA office. We have dentists, eye doctors, tire dealers, a civic center, and a swimming pool. I'll never swim in the pool in my life, but Valley County needs it.



## APPENDIX

### *Individual Surveys*

#### **Survey Number Six**

##### **Why do you think Glasgow needs branding?**

Personally, I'd say that anything that recognized our unique opportunities we have here. We have a fishing, hunting, and outdoor life bonanza. If there's a way of getting that in a more effective way than it is right now, that's good.

##### **Creative Brief:**

##### **What are Glasgow's top five attributes?**

Glasgow has some really good local businesses that really support the community. It's fun to go and do your buying. We're far enough from the big box stores that we can be independent. It's an enjoyable community to live in. There are key businesses in town that support the community. Small business. We have a good hospital that's in good financial shape. Regional hospital. For a town its size, like every other agricultural supported town, there are struggles. Glasgow has a really can-do type spirit. Lots of community support for everything that happens. "It's paradise to us." For the people who are here contributing and doing all the work, they're here because they love it. For the people who love it, they really love it. Outdoor opportunities, Fort Peck Lake, surrounding public lands that are available for everybody. Hunting season is big.

##### **If you were inviting someone to visit or move to Glasgow, use one sentence to describe why Glasgow is a great destination:**

Move to Glasgow, where nobody locks anything and all the kids are average. Safe environment. If you're stressed out in the big city, Glasgow has a more relaxed pace of life.

##### **Background and competitive environment**

Any of the towns that have all of the big shopping opportunities: Billings, Havre, Williston – major shopping for Costco and Walmart.

##### **Who are we targeting?**

Somebody who is going to appreciate the outdoor world. That's the biggest clientele.

##### **What do we know about the target that will help us?**

From my experience at the BLM office, during the hunting season we drew people from a long ways away. We got a lot of western Montanans, Georgia, Minnesota, Washington. We know if those people come, they come back year after year. Somebody who's just traveling through – get them to spend the night in Glasgow. For the size town that it is, there is a number of good eating places and accommodations. Great county museum. A very good museum.

## APPENDIX

### *Individual Surveys*

#### **Survey Number Six**

##### **What do they think now?**

A lot of people have very little connection to the land or to agriculture. They have ideas that they've been exposed to in terms of corporate farming – degradation of the land. Everything that they're looking at is being abused and mismanaged

##### **What do we want them to think?**

That it's family farmers and ranchers who are out on the land. They're concerned about the environment and eager to share their knowledge and love of the land with other visitors.

#### **Survey Number Seven**

##### **Why do you think Glasgow needs branding?**

After seeing how successful branding has been used on the statewide level and with other communities, it is vital for Glasgow to put something forward that a visitor might relate to and make them want to stop. Another level – moving here. Glasgow doesn't have that – we're going in so many different directions. We need to get everyone on the same page.

##### **Creative Brief:**

##### **What are Glasgow's top five attributes?**

Lots of attributes! The people – we have some pretty fantastic people. Friendly, welcoming, want to see good things done. Glasgow is thriving for this area of the state. We have infrastructure other communities don't have – hospital, auto, implement – we're progressive. We just built a new school, wastewater, water treatment. Very progressive community.

Recreational opportunities – incredible considering Fort Peck Lake – massive. If you have a boat, you can drive your boat for hours and not see anyone else. First-class fishing. Hiking, biking – you can do anything.

##### **If you were inviting someone to visit or move to Glasgow, use one sentence to describe why Glasgow is a great destination:**

Glasgow offers fantastic opportunities for recreation. You would find a welcoming atmosphere, fantastic recreational opportunities, work and play.

## APPENDIX

### *Individual Surveys*

#### **Survey Number Seven**

##### **Background and competitive environment**

Rural/urban issue. I see graduates move away to get an education, and we struggle to bring them back. Highway 2 is a big artery and brings a lot of people through. We lose people to the national parks – the big areas. People come to Montana to visit the national parks, and we have to get them back for a second visit.

##### **Who are we targeting?**

We are targeting people who love the outdoors. We don't have waterslides, an amusement park atmosphere that draws families. It might be primitive at times, but if you want to experience big outdoors, we have it. Whether they love to boat or fish ... or hike on public lands ... we have it. If they want to experience nature.

##### **What do we know about the target that will help us?**

Looking for people who are younger with families – or single wanting to have fun. Rustic fun. Young and mobile.

##### **What do they think now?**

They probably think very rural. Amenities aren't fantastic. Not really developed. Not very developed. But then again, maybe that's appealing.

##### **What do we want them to think?**

It's a small-town atmosphere where you can get a good coffee, spend the night at a good hotel, and enjoy the outdoors. Wonderful sunsets, wonderful sunrises, where you don't have 5,000 people crowding you. You can come to Glasgow, have a little bit of sophistication, and enjoy yourself.

**Final thoughts:** I mentioned the people who work really hard. There's also a weakness. People here don't want any more people here. They're happy enjoying Fort Peck Lake without enjoying any extra people. They don't want others catching the fish. We don't really want anyone else. The beauty is there isn't anyone here.

## APPENDIX

### *Individual Surveys*

#### **Survey Number Eight**

##### **Why do you think Glasgow needs branding?**

I don't think we highlight how closely tied we are with Fort Peck – and Fort Peck is a huge draw. I travel all over with my job, and nobody knows where Glasgow is. It's on the way to Glacier Park for many people. It's a great overnight stop for the last leg of the trip, and that should be marketed. For people who are traveling, I can recommend the restuarants, etc.

##### **Creative Brief:**

##### **What are Glasgow's top five attributes?**

People are friendly and want to help. I see people extending themselves to help others.

If you like a small-town feel, raising kids have the same chance to participate in activities as larger towns. My kids have traveled. There are plenty of oppourtunities. Even though it's a small town, it doesn't mean missed oppourtunities.

If you're looking for the less-is-more philosophy of life, stuff weighs you down. Do you really need access to all the shopping? Life is more about experiences, and less about stuff, and Glasgow offers lots of experiences.

There is something almost every single night to do, if you're looking for that. Even in February and March.

Neighbors helping neighbors – and the whole town is your neighbor, not just who is on your block. People are genuinely friendly and want to get to know you. They like the convenience of a small town.

##### **If you were inviting someone to visit or move to Glasgow, use one sentence to describe why Glasgow is a great destination:**

We recruit all the time – if you're looking to edit excess and slow your pace of life down, this is a good place to do that. You can be as busy as you want to be.

## APPENDIX

### *Individual Surveys*

#### **Survey Number Eight**

##### **Background and competitive environment**

##### **Who are we targeting?**

Families. Hunters and outdoorsmen are big bread and butter. Big hunters. One thing Glasgow needs is a boat rental place.

##### **What do we know about the target that will help us?**

They're social media savvy. We're a little slow on the uptake in N.E. Montana in using it. They travel the Hi-Line because it's a bike route. It's the route that bikers should be taking from Seattle to New York City. If there's one thing that's lacking, it's diversity.

##### **What do they think now?**

An apprehension to come to an area that doesn't necessarily embrace diversity. How do we promote that we do embrace diversity?

##### **What do we want them to think?**

I love the "Get Lost in Montana" slogan, and I'd love to embrace that for Glasgow. Be a local, too. Come to Glasgow and get lost in Glasglow. This is a place to put roots down.

# THANK YOU

WENDT WOULD LIKE TO THANK THE GLASGOW BRAND TEAM FOR LETTING US FACILITATE SUCH A NECESSARY AND EXCITING PROCESS FOR YOUR COMMUNITY. AS YOUR PARTNERS, WE'RE HONORED TO GUIDE YOUR EFFORTS AND WITNESS YOUR SUCCESS.





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