



# GLASGOW MARKETING PLAN

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OCTOBER 2017



THE **WENDT** AGENCY

## OVERVIEW

Glasgow completed a branding project in the spring and summer of 2017. Using a grant from the Montana Main Street Program, Glasgow focused on capturing its essence as a thriving community with an emphasis on families, recreation, and a good quality of life. The next logical part of this outreach is to develop a marketing plan to successfully maximize the brand.

## PURPOSE

The purpose of this marketing plan is to create a road map of marketing, advertising, and public outreach efforts that will communicate the Glasgow brand in a focused, consistent, and targeted way.

## CHALLENGES

- Other tourism competitors, including Glacier and Yellowstone national parks, Billings, and Great Falls, with larger marketing budgets.
- Visitors' perception that there's nothing to do.
- Main Street (business hub) not located on main thoroughfare, no wayfinding.
- Outdated perception of Glasgow.
- Decline or stagnation in event attendance.

## GOALS

- Build awareness of Glasgow and its many unique attributes.
- Increase interest in and inquiries about events.
- Increase event attendance.
- Increase tourism visitation.
- Add residents who contribute to the economic development of the community.

The goals will be accomplished by keeping the messaging clear and concise, with the focus on visitors and relocating young families to Glasgow. As a community, Glasgow will strive to deliver what visitors value, to speak in one unified voice, and not dilute the efforts by focusing on individual businesses, products, or goals.

## OPPORTUNITIES

- Glasgow is a great place to start a business.
- Outstanding outdoor recreational opportunities.
- Vibrant and progressive art and culture community.
- Abundant hunting (big game, upland birds, waterfowl) and fishing access.

## TIMING

All recommendations are for the next fiscal year, since the Chamber of Commerce budget is calendar year (January through December), and Two Rivers is July through June. As we consider timing, there are several annual events that we are targeting to increase visitation:

- **Ice Fishing Derby** - 20th annual will be held February 10, 2018
  - 2017 event was February 11, 2017
- **Blues and Brews** - Will be held Saturday, May 5, 2018
  - 2017 event was Saturday, May 6
- **Largest Dam Race** - 24th annual race will be held in mid-June 2018
  - 2017 event was June 17
  - Events include:
    - 10K and 5K runs
    - 5K walk
    - 1 mile run/walk
    - 10-mile novice bike race
- **Governor's Cup Walleye Tournament** - 31st annual will be just after July 4, 2018
  - 2017 event ran July 6, 7, and 8
  - Registration will open November 1, 2017
- **Fair Concert** - Happens as part of the fair during the first week of August
  - 2017 headliner was Joe Diffie
  - 2017 concerts on Saturday, August 5, and Sunday, August 6

## OBJECTIVES

Our objectives for this project are based on the needs identified in prior meetings and phone conferences with Glasgow stakeholders. Wendt has determined that the following are Glasgow's primary marketing priorities and goals:

- Unique, well-focused, and well-defined positioning.
- Compelling messages that will build consistency.
- Establish a distinguishable identity that is easily understood.
- An integrated communications effort that magnifies and clarifies the identity of Glasgow.
- Relevant messages for your target audiences.
- Build trust with the community.

## GEOGRAPHIC TARGET MARKETS

- Greater Montana
- Minneapolis
- Seattle
- Denver
- Canadian markets in a 600-mile radius

## TARGET AUDIENCES

- Sportsmen
- Young families
- Active matures
- Outdoor enthusiasts
- Event attendees

## BRAND MESSAGE

### 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, quaint 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.

## STRATEGY

A targeted paid media plan allows the Glasgow community to control the placement, timing, and content of every marketing message. A truly strategic media plan goes even deeper, focusing on the target demographics, media usage habits, and audience behavior to create multilevel placement customized for maximum effectiveness. Our outreach strategy for Glasgow isn’t limited to one tactic or one type of communication. We will be using all available communications tools to not just reach people but engage and connect with them. We are not just using multiple media, we are creating and implementing a true cross-channel marketing strategy that understands that each medium does not exist in isolation but is affected by, and in turn affects, all the other media. In other words, the end result is bigger and better than the sum of its parts.

And we are doing that within the target markets. We understand and work within established budgets and believe successful media planning and placement still takes advantage of every media tool, no matter the market size. There are numerous ways to use paid media to reach Glasgow's target audiences.

The following is an outline of recommended media outreach tactics:

#### PRINT

- Placement in local newspapers offers several benefits:
  - Ability to list detailed copy, including event days/times/registration fees, etc.
  - Low production cost.
  - Deep reach into the local communities as well as the older portion of the target audience.
- Ad placement within local weekly newspapers:
  - Ads will be black/white and large enough to stand out in the papers without overwhelming the space.
  - Ad size will be 18 column inches.
- Target papers:
  - Southwest Booster (Swift Current, Saskatchewan) - Two campaigns (TBD) and two ads per campaign
  - Moose Jaw Times-Herald (Saskatchewan) - Two campaigns (TBD) and two ads per campaign
  - Shaunavon Standard (Saskatchewan) - Two campaigns (TBD) and two ads per campaign
  - Williston Herald (N.D.) - Three campaigns (TBD) and two ads per campaign
  - Lewistown News-Argus - Three campaigns (TBD) and two ads per campaign
  - Miles City Star - Two campaigns (TBD) and two ads per campaign
  - Havre Daily News - Five campaigns (TBD) and two ads per campaign
- Placement to be flighted across the year to promote events and seasonal travel
- Target audience/notes
  - Adults 40+
  - General public

**ANNUAL BUDGET: \$10,952**

## RADIO

- Placement on local stations offers several benefits:
  - Cost-effective way to add frequency to media schedule.
  - Ability to target placement by station format and dayparts.
  - Low cost production.
  - Shows support of and presence in local community.
- Ad placements on stations will be for a 30-second spot.
- Target stations:
  - KPQX-FM, Havre (Events)
  - KRYK-FM, Havre (Events)
  - KTHC-FM, Sidney (Events)
  - KYYZ-FM, Williston (Events)
  - KLCM-FM, Lewistown (Events)
  - KCTR-FM, Billings (Governor's Cup/B&B)
  - KRZN-FM, Billings (Governor's Cup/B&B)
  - KDBR-FM, Kalispell (Governor's Cup)
  - KMON-FM, Great Falls (Governor's Cup)
- Placement to be flighted across the year to promote events and seasonal travel.
  - Anticipate 4 two-week flights per year.
  - Anticipate two weeks of placement for each event.
- Target audiences/notes:
  - Adults 25-39
  - Adults 30-54
  - Public

**ANNUAL BUDGET: \$9,548**

## DIGITAL

- Placement of digital ads offers several benefits:
  - Ability to link directly to the Glasgow website.
  - Ability to reach specific audience niches based on geo-targeting, behavioral targeting and/or programmatic placement.
  - Low production cost.
- Ad placement on websites for local media, Google, and programmatic placement across websites targeted both geographically and behaviorally.
- Ads will include banners (728x90, 300x250, 160x600), mobile (300x50), text listings (specifically for pay-per-click search/Google). Ads can be created in either HTML5 or as gifs.
- Target digital media:
  - Billingsgazette.com
  - GFTribune.com
  - KRTV.com
  - KTVQ.com
  - Google PPC Search
  - Banner ads on a programmatic digital platform that will run the ads on websites accessed from IP addresses within the targeted coverage area. For example, a person in Billings reading USA Today or ESPN. Mobile units will also be placed on the system.
- Placement to be flighted across the year to promote events and seasonal travel.
  - Anticipate 2 weeks of placement per quarter.
  - Anticipate 10 weeks across the year.
- Target audience/notes:
  - Adults 20+
  - Adults seeking information on events or travel
  - Public

**ANNUAL BUDGET: \$5,000**



## SOCIAL

- Placement of paid social ads offers several benefits:
  - Ability to link directly to the Glasgow Facebook page or website.
  - Ability to target specific audience niches based on interests, demographics, and geography.
  - Very low production cost.
  - Detailed reporting.
  - Ability to connect and have a conversation with the community/target audiences.
- Ads will include branded materials, photos, and video (if available).
- Placement will be flighted across the year to promote events and seasonal travel.
  - One week of placement per event.
  - Two weeks of travel focused placement.
- Target audience/notes:
  - Adults 18+ (customize audience to events)
  - Adults seeking information on events or travel

**ANNUAL BUDGET: \$3,000**

## MEASURING SUCCESS

Of course, planning and placing media are just the first two steps in the implementation of a successful media campaign. It is just as important to monitor and track the schedule, noting what works and what might not be as effective in order to make changes to the existing placement and to gather data to use in the creation of each media campaign to follow. The ongoing monitoring ensures that media schedules are placed as ordered, at the right time, with the right message, in in the correct program/daypart/section. No one is perfect, and the media can make mistakes. Monitoring and getting makegoods, bonus ads, rate discounts, etc. will make sure Glasgow gets the correct value from its media placement so the campaigns have the reach and frequency needed to help the message resonate with the target audience. Then, at the end of each annual plan, before the beginning of the next planning cycle, a thorough media review will help direct future efforts – making for truly successful media placement.

## TOTAL MARKETING PLAN BUDGET OVERVIEW

Wendt is proposing a marketing budget of \$28,500 for annual outreach. Per media we recommended, the breakout is as follows:

Print	\$10,952
Radio	\$ 9,548
Digital	\$ 5,000
Social	\$ 3,000
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TOTAL	\$28,500

Once a media plan has been developed, we will provide a detailed estimate for the cost to develop creative messaging, production, and account services to fulfill the deliverables of the plan. Work would not begin until we had Glasgow's complete approval on the entire process.

## APPENDIX

The following represents input from Glasgow stakeholders during two interview sessions.

### **What has Glasgow done in the past to market the area?**

As far as marketing Glasgow or the area, the only efforts that have been made previously have been event-based, like The Governor's Cup. There have been full-page ads in surrounding papers – Fort Peck, individual groups, Fort Peck Chamber, TBID, etc. that have done individual projects.

The Fort Peck Theatre, chamber, and TBID shared ad space in Cape Air ad program. By sharing the space, it was affordable. About three years ago, they marketed The Governor's Cup in Great Falls, through all the sister stations. That was successful. The tournament filled for the two years after that.

Glasgow worked with Missouri River Country on FAM tours, etc.

### **What is the main objective or what results do we want to achieve?**

To effectively market the brand that was just created. We don't want it to sit on the shelf. We're super proactive. We want to give people a good feeling about coming to Glasgow. We had a meeting last week to talk about this. I know most marketing plans look at a budget of X amount. We don't know the budget. Knowing where we should market – what's effective. Looking at demographics, where people travel. The main objective is to identify the target traveler. There are 15,000 people a season that go to the Fort Peck Theatre, and so many of them don't know about Glasgow. Letting people know who are already in the area that Glasgow is close. Enjoy the lake and all the amenities Glasgow has to offer.

### **What is the Unique Selling Proposition (USP)?**

Everybody is very warm and friendly. Friendly wave on the gravel road – even if you don't know the person. Very traditional and proud. People are caring, people care about their neighbors. We deliver on the brand and the experience.

We're 17 miles from Fort Peck Lake. We have a lot of family oriented things – Children's Museum, hockey ponds, golfing. It's the only Children's Museum in northeast Montana. Historic Fort Peck Summer Theatre – hundreds of kids a year attend the camp. It's quite unique, not like any other theater.

### **Who is the target?**

Vacation destination seekers. Folks traveling on their way to another destination, the general public. Anybody who wants to be in our town and love Glasgow and take advantage of its adventures. We don't need to spend money marketing to our residents. We need billboards and big signage with wayfinding. We need to get it out there and show it off.

Fort Peck Theatre attendees. Canadians for drive market. People traveling to or from Glacier National Park. Glasgow is a natural stop on the way to or from the park. We have a lot of family-oriented kid activities here, but as far as our clientele from The Cottonwood Inn, we get very few families. We get a lot more fishermen (salmon fishing). They come from western Montana, Wyoming, North Dakota. Outdoor adventurers, soft adventure. A lot of seniors who have the time and can afford to get away.

### **What does the target think now?**

There are a mix of thoughts. I think Glasgow is wonderful. I personally know where to stay away from. We got a lot of "There's nothing to do. There's nothing to do." Uneducated. This is where we need participation – trained front people. The target may think it's a little run-down looking. Live and learn – we should do things right the first time. There are no beautification requirements – broken down cars, things in the ditch, little things that could be cleaned up. Kind of junky everywhere. Get attention in a more positive way.

They think there is nothing to do here. We're trying to get people in to downtown to see our unique shops and downtown galleries. Part of that is our wayfinding. We've applied through Montana Main Street for a wayfinding program.

### **What is the desired belief? What do we want the target to think?**

We want them to think we have a beautiful community. It's my personal pet peeve that there's garbage everywhere. We're not the Snotty Scotties. It comes from a sense of pride – boastful. We want to deliver on our core values and let people know that there's more – you can relax here. There's more to do than you think. We want you to have fun here. We want you to stop and shop. We want you to stop because this is such a darn cute town.

A town that is vibrant and active and welcoming. That it's a must-stop. There's nowhere else to stop for miles. Bicycling has become a big thing. Highway 2 is a main route that a lot of bicyclists take. The thing about bicyclists is generally that they don't spend a lot of money in the community. Yes, they do need water, but they camp, maybe a little food, no shopping.

Regarding motorcycling, there are not a lot of interesting rides in the northeast Montana area. When we get them, it's because they're coming from Sturgis or heading for another route.

### **What is the main idea we want to put across?**

We want people to think it's easy to get around. We want them to know a downtown exists, since it doesn't go through the highway. It's the last place before North Dakota or Havre.

More of what matters! Small town doesn't mean small minds or nothing to do. It's a nice way to decompress and enjoy more of what matters. Get away from the hustle and bustle of the big city.

### **What are the key benefits of the product to the consumer?**

Proximity to outdoor recreation. There is always something going on. We have great attractions, not just outdoor. It's pretty convenient to get what you need when you are here. Things don't close down at 3 p.m. It's easy to get around, not a ton of traffic. There's always a helping hand.

We're a major stop. We're so rural that there aren't other places to stop and stay. We have more amenities than any other small town within a 150-mile radius. We're the main port between Canada and North Dakota. Situated close to Fort Peck Lake.

In recruiting families, being situated next to a lake is key for people who enjoy the outdoors. Yet, we still have some culture with theaters and galleries. A third of Valley County is public land, so we have a lot of public access. We have a million-plus acres.

### **What support points do we have?**

Luckily, the chamber, Two Rivers, TBID – everyone gets along. There is a representative from every sector. We have almost one of everything anyone would need.

### **What are the current challenges Glasgow faces?**

Definitely getting someone to stop. We're always working on getting them to stay a little bit longer. Heading downtown to shop. Another challenge is getting folks involved, and hearing "We've always done it this way." They'll see something later and comment that "I was never asked." Change is hard. Changing the mentality – change is OK.

Visibility. That's why we're marketing ourselves and letting people know we're here. Participation. Stranger danger. People who don't want visitors. Fear of being overrun and locals won't be able to enjoy Glasgow. Challenge is limited marketing budget. Wayfinding has to be considered. We don't have wayfinding right now.

**What are the goals, in order of priority, for developing this marketing plan?**

We're lucky to be working closely with Montana Main Street. We did the downtown revitalization. Next year we're going to be close to finalized with wayfinding and then signage. There are so many things going on with Downtown Association, everything fits in. Downtown is bringing in more stores. Create incentives for businesses to open a shop. It was identified to get more businesses downtown. Parking is a huge challenge. Glasgow as a gateway to Fort Peck.

We'd like to know where to market and what effective ways. How to track it. Is it effective or is it not? Wayfinding is a priority. Trailheads, wayfinding kiosks. Using the nice things that we have to market for tourism and have people move to our city or county.

To bring the community together working toward the same goal. Finding funding options – we know Missouri River Country has co-op marketing. Where else can we look to find marketing money for the budget?

**What budget can be devoted to outreach annually?**

There has been no discussion of budget. We want to be effective. We want to be effective without going overboard. We've been comparing ourselves to Red Lodge. We're tired of no participation and run-down look.

For past efforts, everything has always been clip-art, and the tagline was "Glasgow is Alive." I didn't like it. It's old, like "Havre has it." Bare minimum being done for outreach. City was losing money. Didn't update brochures. It's been within the last 10 years that an effort has been made to bring Glasgow to the forefront. A marketing plan is new for us.



THE **WENDT** AGENCY

WENDT IS READY TO OFFER YOU  
PASSION, CREATIVITY, AND STRATEGY.  
WE LOOK FORWARD TO THE OPPORTUNITY!

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