

# Integrated Marketing Communications Plan



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## Executive Summary

The purpose of this plan is to provide the Gallatin Valley Land Trust with a comprehensive integrated marketing communications strategy that analyzes the current industry and competition, set goals and defines the audience, establishes a positioning statement and key messages, defines strategies and tactics to achieve the goals, and concludes with measurement and evaluation metrics. We propose this plan as a way to enhance GVLТ as a brand, complimentary to the current marketing strategy.

GVLТ's brand represents much more than an easement or trail, it represents a community of Gallatin Valley residents who want to preserve the outdoors for generations to come. Our vision in creating this plan was to ensure that the target audiences in the Gallatin Valley are aware of GVLТ and its vision.

We have generated 33 tactics that will enhance GVLТ's brand. Our significant recommendations include:

1. Poster boards on land preserved by GVLТ
2. Trail maintenance days
3. Christmas ornaments to increase donor relations
4. Drink a beer and learn marketing event to promote conservation education.

We are confident that the following integrated marketing communications plan will build GVLТ's brand into a strong and recognizable organization by using direct marketing, print advertising, online promotion, event marketing, outdoor advertisements, sponsorships, donor relations, community relations, educational marketing, digital marketing, and public relations. As GVLТ implements the strategies and tactics in this plan, we are confident that GVLТ will be able to see the benefits of this plan by using the suggested metrics for measurement and evaluation.

GVLТ can become the dominant land trust in Montana by increasing the number of easements and trails created. We are confident that our integrated marketing communications plan can drive this dominance for GVLТ for generations to come.

## Situation Analysis

The purpose of the situation analysis section is to understand both the internal and external factors that affect the Gallatin Valley Land Trust (GVLТ). In this section, we outline the two main sections of GVLТ's organization, trails and conservation. We also review other important aspects relating to GVLТ's operations such as fundraising and finances, industry trends, consumers, competition and marketing communications. Finally, we will conclude this section by reviewing the internal strengths and weaknesses of GVLТ as well as the external opportunities and threats. We have compiled this information into both a static and strategic SWOT analysis which has enabled us to gain a better understanding of GVLТ and the competitive advantages within the industry.

## Company History

A land trust company whose tagline reads trails and conservation, Gallatin Valley Land Trust's mission is to "connect people, communities, and open lands through conservation of working farms and ranches, healthy rivers, and wildlife habitat, and the creation of trails in the Montana headwaters of the Missouri and Upper Yellowstone Rivers." GVLТ was founded in 1990 and is a registered 501(c)(3) nonprofit organization. Since its inception, GVLТ has conserved more than 43,250 acres of land, partnered with 93 families, created more than 80 miles of trails, and receive help from 800 volunteers annually. GVLТ is staffed by nine employees whose jobs range from land and project managers, to communications and outreach director. GVLТ is primarily known for implementation of popular trails in the county, but also for preserving open spaces through easements. GVLТ's services are strictly for those within the Gallatin Valley.

## Trails

According to Executive Director Penelope Pierce, the trails aspect is the "public face" of GVLТ. The organization has been involved in the Gallatin Valley since 1990 building and maintaining trails as well as expanding existing trails. This aspect is not more important than the conservation aspect, it is just the tangible aspect of the company. The trails portion of the company, which focuses on developing and maintaining trails in the Gallatin Valley, is what separates GVLТ from other land trust organizations. GVLТ works with local organizations like Gallatin Valley Youth Cycling (GYC), Gallatin Area Pathways (GAP), Haven, Big Sky Youth Empowerment, and Bridger Ski Foundation to collaborate on projects. Main Street to the Mountains is a GVLТ program that has been a 27- year endeavor connecting Triple Tree to Main Street to the M Trail. In collaboration with GAP, the joint effort to connect Bozeman to Belgrade via a trail system is currently in the works according to Penelope. Volunteer groups are widely outsourced to build and maintain trails. Through the conservation program, easements and land donations become available to make the trails a reality. An example of this is the new Hudson Creek Trail System that is in the development phase and would be possible because the Jarvis Family donated 462 acres in early 2017. GVLТ has increased the number of trails completed and maintained in recent years and has plans to add more in the more rural areas of the county.

## Conservation

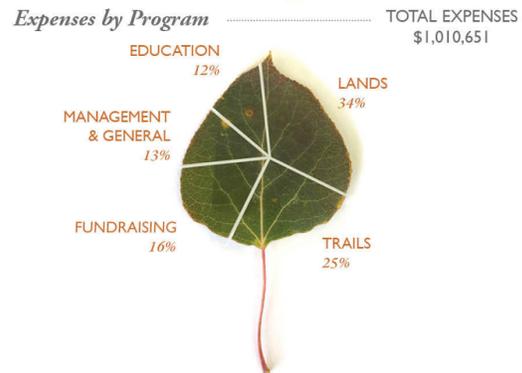
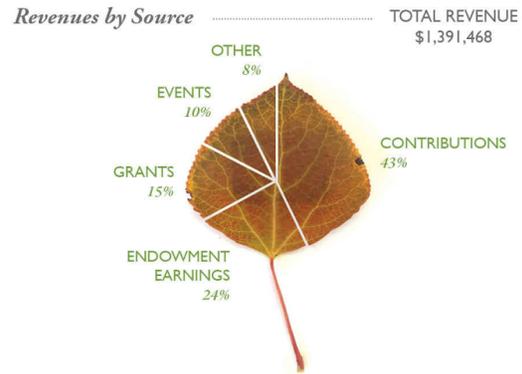
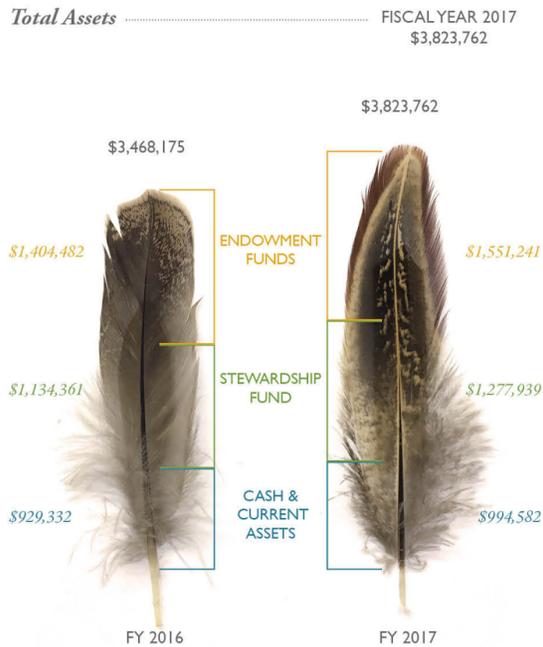
When analyzing the conservation aspect of the GVLT nonprofit we see that GVLT deploys conservation techniques by using conservation easements to help landowners protect land from the future development in the Gallatin Valley. As of today, GVLT has secured and protected over 45,000 acres of land in Gallatin Valley and surrounding areas. Land trusts across the United States conserve on average 1.8 million acres of land a year according to landtrustalliance.org. In 2016 the average land trust conserved 5,150 acres according to the 2016 census. From 1995-2000, the average acres conserved a year was 337,937 acres which increased to 1,166,697 acres between 2000-2005. With a steady increase in land conservation over the last 22 years, GVLT has the ability for continued growth. GVLT stresses that these easements are essential to benefiting hunters, fly fisherman and outdoorsman alike. Not only do the easements protect the current generations but, they will continue to provide these experiences for future generations.

## Fundraising/Finances

Fundraising efforts are always at the forefront of GVLT's operations (see Figure 1). The target audiences for the two aspects of GVLT are vastly different and require different approaches when soliciting donations. According to Penelope, capital needs to be raised quicker than ever to keep up with the cost of land in the Valley and the developers who are acquiring land at a pace that nonprofits cannot match. "We stand on the shoulders of people that have given \$25 for 27 years, and those people are amazingly valuable," Pierce commented. The conservation side of the organization has one main fundraising event every two years, Evening on the Land takes place on an easement that GVLT has acquired with the goal to help potential customers understand what conservation encompasses. The target audience for this event is much different than the Summer Trails Challenge, which raises funds for the trails side of the organization. That effort raised \$51,364 in 2017 and \$25,000 in 2016 by having participants log miles on the trails. The summer trails challenge has participants log the number of miles biked, hiked, or run on trails. For every mile logged, GVLT receives \$1 from the Community Match Pool donated by local businesses.

With the Open Space Bond expiring, GVLT is working to get another bond on the ballot for 2018 after the city commission turned the bond down to pursue other bonds. Fifteen thousand signatures will be needed on the petition to get it to the ballot. Bonds like this make up 13% of GVLT's revenue. Since endowments cannot be predicted, the fundraising efforts of GVLT must remain at the front of the organization's mind.

# 2017 financial report



*The Montana Community Foundation manages an additional \$162,461 endowment on behalf of GVL.*

**Figure 1: Assets and revenues for GVL in the last fiscal year.**

## Industry

Since land trusts are nonprofit organizations, the majority of the revenue relies on donations and grants. Some trusts may ask the government for grants, but many states concentrate on other items in the budget. There are over 700 land trusts in the United States and each land trust has a considerable difference in revenue. The national average for a land trust's retained revenue is 46%. With a revenue of \$2,246,741 and total costs of \$1,145,26, GVL had a retained revenue of approximately 49%, which is significant increase from last year's 23.5%. According to 2015 census, the average amount of land owned by each land trust was 74,666 acres and GVL currently has 42,880 acres. Even with dramatic rises in population all over the country, land trusts continue to receive more money on average every year. According to Google Trends, the land development has been constant since 2010, but the donations toward conservation movements have slowly increased since 2010. Also, the most donations were given during the summer months (May-August). This should be considered when planning a fundraising event.

Like other trusts, GVLT is a part of an alliance with other land trusts who share resources. The Montana Association of Land Trusts is a good benefit for GVLT because they are not a large trust and they can use resources they can't produce themselves. The Montana State Legislature usually provides grants to larger trusts who have more easements and land, or land trust groups.

## Customers

### Trails-Children

GVLT works closely with GYC to provide opportunities for the children in the community. Take a Kid Mountain Biking Day is a program they provide which introduces children of all abilities from strider bikes to amateur riders to mountain biking and different local trails every year. Along with this, GVLT schedules kids' discovery walks where the cost is free and families are welcome. According to its website they had ten kids walks this year. This helps to increase awareness for the organization as well as helping familiarize the community with the trail system itself. These walks bring in 10-20 people a hike and are publicized by radio throughout the Gallatin Valley.

### Trails-Adults

With 17 trail systems maintained by GVLT, the opportunities for the adult, along with the children, community is endless. From the quick after work hike to the "M" to an intense downhill mountain bike ride down Leverich Canyon Trail, GVLT helps the community get out and play 365 days a year. The Summer Trials Challenge gives this audience an opportunity to challenge themselves to be more active and find likeminded individuals to enjoy the trails with while helping to raise money for GVLT. The specific numbers raised by the summer trails challenge can be seen in the fundraising/finance section above.

### Trails-Seniors

GVLT hosts Discovery Walks for people of all ages with the goal of making the community aware of the trails available to them. The Senior Community, primarily the members of Aspen Pointe are targeted for this program to leverage the miles of trails available to them on adjacent land. GVLT is also focusing on the health of the Bozeman community with Trails RX, a program working with medical professionals who prescribe trails walks as part of a patient plan.

### Conservation

GVLT conservation consumers are associated with the process of using easements to secure and protect land. According to Penelope, consumers were found by contacting landowners and learning of wills that placed land in GVLT's care.

## Competition

The competition for GVLT consists of 12 land trusts located throughout the state of Montana. All of the land trusts work on the same thing, to preserve the lands of Montana and maintain trails. Even though there is competition for funding, the land trusts are all working for the same thing. The following land trusts are the ones that are closest to GVLT in terms of location, and therefore pose the biggest threat to GVLT.

### The Trust for Public Land: Bozeman, MT

The Trust for Public Land has protected more than 3.3 million acres and completed more than 5,400 parks and conservation projects nationwide. The Trust for Public Land's goal is to ensure that every child has access to a safe place to play in nature. The Trust for Public Land accomplishes this goal by creating parks and protecting land. The Trust for Public Land also conserves working farms, ranches, and forests. This trust is nationwide with 30 offices nationwide, one being in Bozeman. They have 22 projects that they are working on in Bozeman. The Trust for Public Land is competition for GVLT because both organizations are in the Bozeman area, and are fighting for the same donors. It is up for the people to decide who they want to fund to, either GVLT or The Trust for Public Land. This plan will encourage them to choose GVLT. Being a national company, the Trust for Public Land has the resources and backing to sustain themselves through tough economic times. They also have a much larger portfolio than GVLT which may give them a competitive advantage. However, being a national company, they don't necessarily understand Gallatin County as well as GVLT. While they do have more resources, they are more spread out across the nation compared to GVLT who can focus all resources on Gallatin County.

### Prickly Pear Land Trust: Helena, MT

The Prickly Pear Land Trust was created in 1996 with the belief that open space is essential to the well-being of all communities. This land trust seeks to preserve and protect the rural character of the Prickly Pear Valley, and the adjoining lands in Lewis and Clark, Jefferson, Broadwater, and Powell counties. The Prickly Pear Land Trust maintains 75 miles of trails and builds new trails in the city property of Helena. Prickly Pear has protected 4,328 acres, and have completed 18 conservation easements. Prickly Pear Land trust is a much smaller land trust than GVLT and have conserved much less land. However, Prickly Pear is able to fundraise essentially the same amount as GVLT even though they are a much smaller organization. A weakness of Prickly Pear Land Trust is that they cover a significant more amount of land and haven't been able to conserve nearly as much as GVLT.

### Five Valleys Land Trust: Missoula, MT

Five Valleys Land Trust started in 1972, and has conserved more than 70,000 acres across Western Montana. The five valleys that the land trust protects are the Bitterroot, Blackfoot, Upper Clark Fork, Lower Clark Fork, and the Mission-Jocko. Five Valleys Land Trust is working for the protection of Western Montana's natural legacy for future generations. Five Valleys Land Trust's strengths are rooted in its ability to conserve land. They also have a longer history than GVLT of conserving land. However, its



website lacks the transparency of GVLT and other land trusts. Five Valleys Land Trust also is confined to a geographical region and, as a result are not as much of a threat to GVLT.

There are nine other land trusts in the state of Montana, but the land trusts above are the ones that are going to “effect” GVLT the most due to geographic location and seeking donations from the same customers. As previously stated all the land trusts in Montana work on the same goal, so the idea of competition is a fine line. All of the land trusts need funding, but most organizations find income through private donors and fundraising in their respected areas.

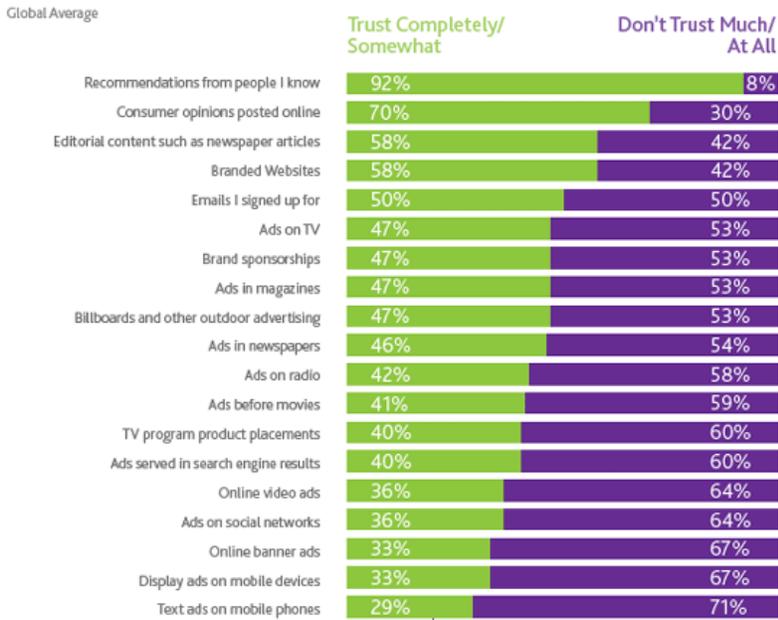


## Marketing Communications

GVLT’s marketing communication efforts are concentrated on social media. GVLT has thousands of followers on Facebook, Instagram, and Twitter along with a physical presence in the community. GVLT’s main audience it is trying to reach with social media is a younger target market. GVLT’s use of social media is to communicate GVLT’s events and other activities that GVLT is a part of. GVLT does not use social media to try to acquire conservation easements.

GVLT also sponsors youth community events. GVLT cannot privately sponsor anyone, but numerous community events take place on GVLT’s trails. These events include: 5k fundraisers, bicycle races, and other community activities. Currently GVLT and its trails are sponsored by 8 different businesses in the Gallatin Valley some include: Audi Dealership, REI, and DA Davidson. This brings positive awareness and shows the respect and passion that GVLT has toward the community.

To what extent do you trust the following forms of advertising?



Source: Nielsen Global Trust in Advertising Survey, Q3 2011

Each generation trusts each type of marketing communication differently. Even though traditional media such as newspapers/magazine advertisements are on the decline, they are still widely trusted among our population. The most trusted type of communication is word-of-mouth and GVLТ has a strong, local reputation that residents are willing to tell friends and families to trust GVLТ. The second most trusted type of communication is consumer opinions posted online. This would consist of websites such as Yelp and Google Reviews. (see figure 2.0)

According to the founder/manager, GVLТ used to send mailers to older customers to acquire easements, but have been recently discontinued them because they became too expensive. GVLТ still sends mailers yearly to all of its clients to ensure that the client's land is being properly managed. This encourages positive word of mouth because it makes them understand that their land is in good hands and properly protected. Even though their easement target market isn't geared toward social media, they do not do targeted telemarketing to acquire easements because potential clients could consider it as invasive or redundant noise.

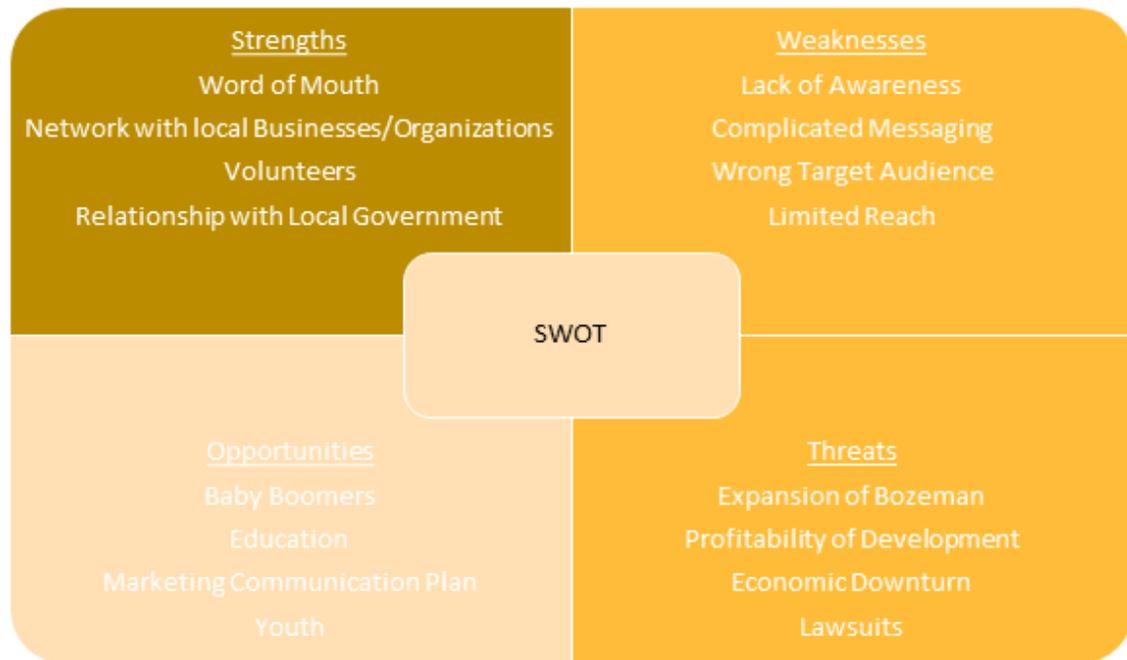
GVLТ's Facebook page is updated, on average, twice a week. It has 3,635 followers and 3,703 people who liked the page, and it is growing every day. It has an organized home page that pleasantly shows events, photos, ratings, and some background information. GVLТ is constantly monitoring its Facebook page and it typically takes the marketing communications department to reply within a day to a message or request. GVLТ's Instagram page has 4,215 followers and is updated more frequently than its Facebook page. Unlike Facebook, its Instagram page is mainly pictures of employees,

events, and volunteers. GVLТ is not promoting any of its upcoming events, nor trying to acquire easements through Instagram. GVLТ also has a Twitter account which is used more infrequently. It has over 1800 followers on Twitter as well. social media accounts.



## SWOT Analysis

The purpose of conducting a SWOT analysis is to identify the internal strengths and weaknesses along with the external opportunities and threats to the organization. In the subsequent sections we will outline the specifics of each point in the SWOT analysis. In the figure below we outline a few of the points in our SWOT analysis but for the full SWOT analysis see Appendix A.



## Strengths

The Gallatin Valley Land Trust has 13 strengths we listed that allow it to effectively and competitively provide open space to the people within Gallatin County. GVLТ's main strength is its ability to network. GVLТ has built an extensive network over the last 20 years with families, businesses, government agencies both locally and federally, and farmers. Along with word of mouth, GVLТ has the following other internal strengths that give it a competitive advantage within the nonprofit community:

- Strong relationship with community members
- Strategic business partnerships
- A lot of volunteer workers
- Social media marketing
- Successful events
- Understanding of local economy and growth
- Strong management
- Website
- Transparency
- Great work ethic
- Passion for work
- Relationship with local, state, and federal governments
- Clear and concise mission statement

## Weaknesses

The Gallatin Valley Land Trust has internal flaws that may lead the organization to lose important business and miss out on some great opportunities. One of the most notable flaws is GVLT's lack of focus on the proper audience when it comes to the marketing plan. The organization seems to be focused on Millennials and Generation X instead of focusing on an opportunity of reaching the Baby Boomers generation. Along with possibly focusing on an improper audience, GVLT experiences other internal weaknesses such as:

- Few employees
- Small organization
- Lack of awareness from public
- Lack of awareness among other land trusts
- Lack of property to work with
- Complicated messaging
- Small market (Gallatin Valley)
- Expensive projects
- Public perception may be negative in instances
- Few easements to highlight
- Few trails
- Wrong marketing focus
- Too trusting of other land trusts

## Opportunities

The Gallatin Valley Land Trust has 21 external opportunities to grow and flourish in the coming future. One of the main opportunities comes with the aging Baby Boomer generation. GVLT receives a significant amount of business from estate planning, which of course comes with age. GVLT has a real opportunity to focus its efforts on Baby Boomers. Along with the baby boomers, we have identified 21 other opportunities that GVLT can pursue to improve its organization and further its mission. These opportunities include:

- Education of mission and easements, estate planning opportunities, etc.
- Working with younger generations to build awareness
- Out of states that have second homes here or come here to retire
- Home owners that live here seasonally
- Expansion of trail maintenance
- Building a strategic marketing communication plan
- Pursuing bonding measures
- Expansion to areas outside of the Gallatin Valley
- Improved communication between land trusts
- Event marketing
- Partnership with Montana State University and students
- Partnering with law firms to provide more services to members
- Holding fundraisers
- Rebranding the organization

- Offering of estate planning
- Highlighting tax benefits
- Increased engagement with agricultural communities
- Work with environmentalists
- Work with outdoor enthusiasts
- Engaging more families and multigenerational Gallatin Valley residents
- Networking with small farms

## Threats

Being a nonprofit, the Gallatin Valley Land Trust experiences 13 external threats that are unique to its reliance on donations and funding from the community members, as well as government grants. One of the most prevalent threats could be a downturn in the economy. Members of the community are less likely to donate should there be a recession. While GVLТ has sustained its organization in previous economic downturns, there is a threat of decreased funding during such times. Along with this threat, there are the following other threats GVLТ must be aware of:

- Lack of donations
- Expansion of Bozeman
- Lawsuits against GVLТ for previous easements
- Competing nonprofit organizations
- Government grants being cut
- Profitability of expansion in comparison to land preservation
- Future generations not understanding the purpose of land trusts
- Local, state, and federal legislation
- Growth of construction companies in the community
- Public perception of land trusts and easements
- Baby Boomers dying
- Bonding measures not approved by voters
- Habitat conservation not made a priority by the community

## Strategic SWOT

The purpose of a strategic SWOT is to transition our original static SWOT analysis into specific action items moving forward. These action items can help us define our key messaging, positioning, strategies, and tactics for the rest of our integrated marketing communications plan.

## Environmental Data

We have identified six opportunities from our static SWOT analysis that provide us with the best environmental data to focus on as an organization (see Appendix B). These points are: education, Baby Boomers, agriculture, outdoor enthusiasts, fundraisers, and the younger generations. Focusing on these six points will help the organization grow and succeed.

- Education
  - Strengths: Local events, integrated with community, website.
  - Weaknesses: Complicated messaging, lack of awareness of organization, unclear marketing focus.
  - Opportunities: Youth, out of staters that now live here, print advertisement, estate planning.
  - Threats: future generations not understanding, expansion of Bozeman, baby boomers are dying.
  
- Baby Boomers
  - Strengths: Family work of mouth, relationship with Bozeman community, local events.
  - Weaknesses: Lack of awareness in community, unclear marketing focus, lack of funding.
  - Opportunities: Marketing communications plan, partnering with law firms, residents that only live here seasonally.
  - Threats: Lack of donations, public perception not always positive, profitability of expansion.
  
- Agriculture
  - Strengths: Work with farmers, tax benefits, relationship with community members.
  - Weaknesses: Complicated messaging, lack of easements, unknown organization.
  - Opportunities: Small farms, environmentalists, families.
  - Threats: Expansion of Bozeman, lack of trails, future generations not understanding land trusts.
  
- Outdoor Enthusiasts
  - Strengths: Transparency, creating places for activity, community support.
  - Weaknesses: Lack of funding, expensive projects.
  - Opportunities: Trail maintenance, environmentalists, expansion of trail system.
  - Threats: Other nonprofits in area, alternative land trusts, habitat conservation instead of trail creation.
  
- Fundraisers
  - Strengths: Volunteers, community support, relationship with Bozeman.
  - Weaknesses: Complicated messaging, lack of exploration into other areas, lack of awareness.
  - Opportunities: Working with the college, focusing on younger generations, working with baby boomers.
  - Threats: Future generation not understanding land trusts, baby boomers are dying.

- Youth
  - Strengths: Family word of mouth, social media, passion for work.
  - Weaknesses: Unknown organization, complicated messaging, lack of knowledge in community.
  - Opportunities: Fundraisers, families, expansion of geographical location.
  - Threats: Lack of donations, lack of knowledge of organization.

### Action Items

After completing the strategic SWOT analysis, we were able to identify four action items that will help GVLT achieve its goals and maximize its potential. These action items are specific tasks that can be accomplished by the organization to sustain competitiveness. We suggest GVLT implement the following action items which will be further elaborated on in the remainder of this strategic integrated marketing communication plan:

- Advertising- to increase awareness and convey mission and services clearly.
- Events- to engage with target audience in a way that is applicable to them.
- Promotions- to encourage engagement with the organization in a meaningful way.
- Partnerships- to further network within the community among businesses and organizations alike.

### Conclusion

After developing a situational analysis for GVLT we see why they are an established company in the Gallatin Valley community. They have established themselves through two channels, trails and conservation. Through these channels they have developed a business model that not only works for them but, has a major impact on the community in the Gallatin Valley. In the next section, we will be diving deeper into the communities that GVLT affects and looks to interact with.



## Goals and Audiences

In this section of the integrated marketing communications plan for GVLT, we have two parts. The first identifies the goals for GVLT to obtain. These include business goals, marketing goals, and marketing communication goals. Second identifies the audiences that GVLT's marketing communications will target. We are completing the segmentation process because it will narrow down the mass market of Gallatin Valley into smaller target segments that we can target with our marketing strategies and tactics.

### Goals

After completing the situation analysis and understanding the market that GVLT is in, we have identified business, marketing, and marketing communications goals that GVLT can strive to achieve. These goals will help GVLT expand its brand awareness, and expand its business throughout the Gallatin Valley. Goals are defined as desired outcomes that organizations establish to not just improve sectors of the firm, but also for the company to prosper as a whole.

#### Business Goals

The business goals that we are proposing to GVLT are not goals that are going to be including in the integrated marketing plan, but they are business goals that we believe that GVLT should consider.

- Expand trails in the Gallatin Valley

#### Marketing Goals

The marketing goals that we suggest to GVLT are goals that are going to be achieved externally. Achieving these goals will help GVLT's marketing presence in Gallatin Valley.

- Increase social presence
- Reach targeted audiences
- Increase trail use
- Increase donations
- Increase the number of volunteers

#### Marketing Communications Goals

The marketing communications goals we are proposing are the goals that can be accomplished through the implementation of this integrated marketing communications plan. These marketing communications goals, also known as marcom goals, are the things that we have identified in the situation analysis. Achieving these goals will help GVLT with its presence as a nonprofit land conservation organization in the city of Bozeman and the Gallatin Valley.

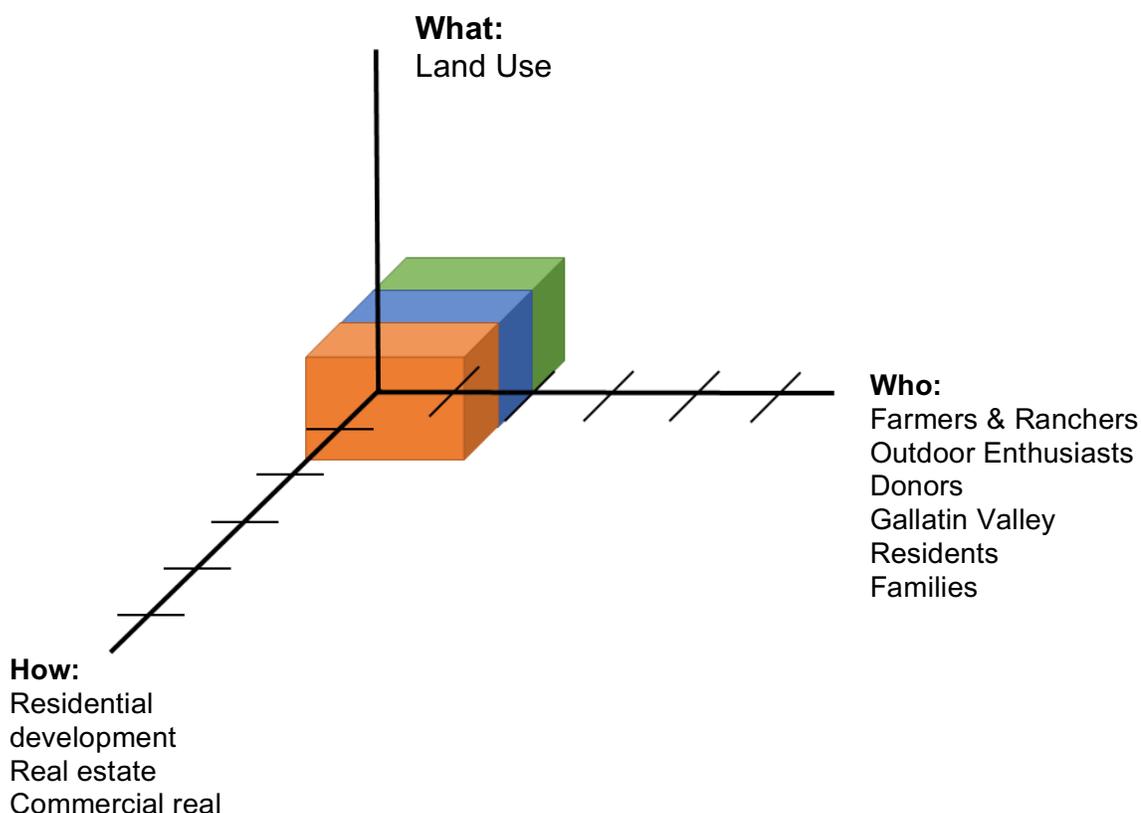
- Increase brand awareness
- Increase brand interaction within the Gallatin Valley
- Increase donor loyalty
- Increase volunteer engagement

## Segmentation

Segmentation can be split into two variables, descriptive and behavioral. We will focus on behavioral variables as they give deeper insight why consumers would want to engage with GVLT in regard to conservation and trails and will help define the target segments that share similar wants and needs. To accomplish this, we completed an eight-step segmentation process which will be outlined in the following sections.

### Step 1: Define the Reference Market

The reference market is the portion of the total market that GVLT will seek out to create the most meaningful solutions to. GVLT will define what problem needs to be solved, for whom it will be solved, and how the problem will be solved. GVLT satisfies the needs of land use. The consumers who have this need are farmers/ranchers, outdoor enthusiasts, donors, residents, and families. Consumers have alternative ways to satisfy this need through residential development, real estate, commercial real estate, government, and private recreation. The Abel-Axis below displays these values.



### Step 2: Macro-Segmentation

Macro-segmentation is the mass market from which you will choose specific target segments.

“People interested in trails and conservation in the Gallatin Valley area.”

### Step 3: Detecting Variables for Micro-Segmentation

In order for us to dive deeper into the segmentation process we need to be able to identify types of consumers that GVLТ connects with. We have done this by creating a five by four table of why consumers would want to engage with GVLТ. We decided to include five variables to base our micro-segmentation table which include:

1. Lifestyle -- The below lifestyles are decided from looking in the Bozeman community and seeing that the services GVLТ offers effect these types of lifestyles the most. Obviously conservation deals with farmers, ranchers and indoor enthusiasts while trails engage with the outdoor community and MSU students the most.
2. Socioeconomic -- We determined the variables under socioeconomic are the most likely individuals to interact with GVLТ based on economic status.
3. Psychographic-- The psychographic variable explains the way consumers think about interacting with GVLТ as a brand.
4. Usage -- This was determined by what GVLТ offers the Gallatin Valley community and how consumers use services to benefit themselves.
5. Searched Benefits -- We determined that these were our audiences main benefits and represent what the consumer feels when they use GVLТ’s services.

Lifestyle	Socioeconomic	Psychographic	Usage	Searched Benefits
Blue Collar	Top 1%	Status Symbols	Trails	Tax Benefits
White Collar	Paycheck-to-Paycheck	Selfless	Socializing	Good Feeling
Outdoor Enthusiasts	Middle Class	Self-Actualization	Conservation	Health
Indoor Enthusiasts	Poverty	Esteem	Exercise	Preserving nature
Athletic	High Disposable Income	Safety	Agriculture	Open Space

#### Step 4: Selecting Variable from Micro-Segments

After identifying the different variables during the micro-segmentation process above, we choose the two most important variables to continue development of our micro-segments. The micro-segment variables that were chosen are **Outdoor Enthusiasts** and **Good Feelings**. These variables were selected because they provide the greatest insight to why a consumer would want to engage with GVLT.

An outdoor enthusiast is one who enjoys spending a majority of their free time outdoors, and the Gallatin Valley has numerous residents who are outdoor enthusiasts. This people would include fisherman, hikers/backpackers, cyclists, skiers, and more.

Good feelings is the satisfaction an individual gets when they contribute to a cause that will help others or the environment. People get this good feeling when they are aware they are making a difference either locally or globally.

#### Step 5: Variable Operationalization

Following variable selection, they must be operationalized in order to develop measures that can help identify target audiences that will respond to GVLT's marketing messages. To measure outdoor enthusiasm, we will evaluate the percentage of free time spent doing outdoor activities. Calculating a percentage on how good someone feels may be difficult. Because GVLT is a nonprofit and relies on donations, the consumer's income must be used. We will make good feelings quantifiable by measuring the percent of income that is donated to GVLT and related causes. We will consider all conservation donations when the percentage of income is measured because even if the consumer doesn't donate to GVLT, they are still getting the sense of feeling good.

#### Step 6: Micro-Segmentation

To determine the best audience for Gallatin Valley Land Trust to target, we crafted the following matrix that incorporated our two selected variables, outdoor enthusiasts and good feeling. The resulting micro-segments were categorized into low, medium, and high factors of the variable operationalization. After doing so, we identified the following nine micro-segments listed in the table below. Each will be explained in the following section.

Percent of income donated to causes				
Percent of free time spent outdoors		Low	Medium	High
	High	Freeloader Freds	Dog lover Danas	Recreational Ronnies
	Medium	Bobcat Bills	Frank the Family Man	Working Willys
	Low	Paiges	Sightseeing Sandys	Arthritis Archies

**Step 7: Primary Targeted Audiences**

After considering the nine micro-segments, we chose four which we recommend that the Gallatin Valley Land Trust target because they will allow GVLТ to achieve the marketing communication goals listed. These segments are *Dog Lover Dana*, *Recreational Ronnie*, *Frank the Family Man*, and *Working Willy*. The other micro-segmented audiences would not be nearly as effective to target for the Gallatin Valley Land Trust. Detailed descriptions of why we chose some segments and not others are below.

**Target Segments**

**Dog Lover Danas**

*Dog Lover Danas* are members of the community who relish their time spent outside with their loved ones. These loved ones often include those with four legs. These people spend every chance they can enjoying the outdoors, including hiking, walking, exercising, skiing, fishing, hunting, and any other excuse they can come up with to be out in the mountains enjoying their hobbies. They feel grateful to live in this beautiful area of the country and want to give back but may not be able to contribute as much as they want to due to budget constraints.

**Recreational Ronnies**

*Recreational Ronnies* are enraptured with the outdoors. They have had a lot of financial success in their life and are happy to give back to the community. Their love for the outdoors goes much further than appreciation, it is more of a way of life. Unlike *Dog Lover Danas*, *Recreational Ronnies* are not necessary constrained to a budget and are happy to give as much of their income as they can back to local causes. They live in the Gallatin Valley because of the vast amount of outdoor recreation available. They seize every opportunity available to get outside and feel a connection to the area they spend so much time in.

**Frank the Family Man**

*Frank the Family Man* is exactly as the title suggest, family men/women. These people have a spouse and one or more kids. These people work hard to provide for their families and to make ends meet. They also are aware of the beauty that the outdoors have to offer in this area but, due to the time constraints that family life facilitates, they aren't able to get outdoors as much as they would like to. Still, they do get outdoors when they have the chance. Although they are on a budget, they do like to give back to the community that has been such a blessing to their families.

### **Working Willys**

*Working Willys* are career minded individuals that put a focus on improving professionally and reaching the top of the business hierarchy. They see living in the beautiful area of the Gallatin Valley as an added bonus to their career pursuits. While they are career driven, they also feel the need to give back and donate a significant amount of their income to causes. *Working Willys* enjoy being outside but are limited in the amount of time available to go for a hike or enjoy the beautiful surroundings.

## **Non-Targeted Segments**

### **Freeloader Freds**

*Freeloader Freds* are super excited to be living in the area and spend almost all their time in the outdoors. However, *Freeloader Freds* are not in a financial position to donate a significant amount of money back to the community.

### **Bobcat Bills**

*Bobcat Bills* enjoy being outdoors but cannot get out as much as wanted to due to their busy schedule. They either can't afford to donate back to the community or don't feel they need to.

### **Paiges**

*Paiges* have no desire to spend time outside. They are more of an "indoor enthusiast" than an "outdoor enthusiast." They also do not contribute back to the community because they are unable or have no desire to.

### **Sightseeing Sandys**

*Sightseeing Sandys* enjoy the views that they are surrounded by, but the thought of actually going out and being in the outdoors does not interest them. While they do donate to causes that matter to them, outdoor recreation and preservation is not at the top of their lists.

### **Arthritis Archies**

*Arthritis Archies* have had very successful careers. They do not spend time outside because they don't really care for it or are not in physical shape to get outside. They give back a significant amount of their money to causes that support them but the outdoors isn't considered a top choice due to their apathy towards the outdoors.

## **Step 8: Capturing the Target Segments**

Through our eight-step segmentation process, we were able to detail the four micro segments that the Gallatin Valley Land Trust should target in order to be successful in meeting business, marketing, and marketing communications goals. Each micro-segment is motivated by similar, but slightly different, factors. We recommend using a differentiated strategy in order to appeal to each micro-segmented audience's unique

views regarding land use. Acknowledging the differences among the target audiences allows us to develop a specialized marketing strategy in order to appeal to each micro-segment differently while still fulfilling the wants and needs when it comes to land use.

These segmentations were discovered by breaking down the general public of the Gallatin Valley into 9 micro-segments. It will be easier for the Gallatin Valley Land Trust to fulfill its mission by focusing on the outlined four micro-segments. Although different in many ways, each selected micro-segment is willing, and wanting to give back to causes that matter to them. Each of them also consider the outdoors to be an important aspect of their lives.

## Conclusion

By defining our goals and audiences we have been able to hone in on what type of consumer is attracted to GVLТ while also seeing why they use our services. By developing a micro - segmentation we were able to define four audience segments that we will need to direct our full attention to. These four segments included people with medium to high free time spent outdoors while also having medium to high percentage of income donated to GVLТ. We understand that our names for these segments may be comical but, we are fully aware that they are a seriously key part of our integrated marketing plan and will be treated as such. Based off of these findings we will now dive into how GVLТ can use positioning and key messages to reach its key target audiences.

## Positioning and Key Messages

After identifying GVLT's target audience, the next step is development of positioning and key messages that can be delivered to these audiences.

Positioning is the perception, offered by the company, that resides in the consumer's mind regarding the nature of the company, its products, and/or its brand relative to the competition. Once the positioning is defined, it is important to develop key messages for GVLT. The key messages are ideas that are communicated to GVLT's target market and line up with all of marketing communications.

### Positioning

A company's positioning statement reflects the important aspects of the company that GVLT wants to portray to consumers. After further evaluation of GVLT's situation analysis, the positioning statement that we recommend GVLT implement is:

**GVLT is the only Bozeman based conservation organization that focuses on protecting open spaces and the development of trails for the Gallatin Valley while maintaining strong community relationships. With its expertise, GVLT is able to successfully work through complex issues specific to the Gallatin Valley.**

This positioning statement will be used for internal use only, and it highlights GVLT's strengths in the market. We suggest that GVLT use this positioning statement for all the marketing communications going forward.

### Key Messages

Key messages are derived from the positioning statement. Key messages are the core ideas that the company wishes to communicate to its target audiences. We suggest that GVLT uses the following key messages in its marketing communications:

- Expertise
- Strong Community Relationship
- Local
- Solution Orientated
- Unique

### Examples

The key messages that we suggest for GVLT should be used in GVLT's marketing communications. The following examples are backed by GVLT's portfolio of work accomplished and can serve as a way to promote and position the organization. By using these key messages, GVLT can sustain a competitive advantage and excel in reaching the marketing communications goals.

#### Expertise:

GVLT is the only land trust that strictly does work in Gallatin Valley and surrounding areas. GVLT has resources that can be used for educational purposes that could help



citizens join the conservation movement. We suggest the following statements to support this message:

- “GVLT has extensive knowledge of conservation and urban trails with over 65 years of expertise.”
- “After 27 years of being based in Bozeman, GVLT specializes in land conservation and proper land usage within the Gallatin Valley.”
- “Because GVLT is the only land trust that operates strictly within the Gallatin Valley, it is the most knowledgeable organization regarding the surrounding area.”
- “As of 2017, GVLT has secured and protected 45,000 acres of land in the Gallatin Valley and in surrounding areas”

### **Strong Community Relationship:**

Possessing a strong community relationship is important because the community should trust GVLT and be willing to support the cause. We suggest the following statements to support this message:

- “GVLT has programs, such as the summer trails challenge, to educate and build a relationship with the community.”
- “GVLT is present at events to support the community”
- “GVLT is smaller than other land trusts, which provides flexibility to model its business to please the residents of Bozeman and Gallatin Valley”
- “GVLT will partner with other local businesses like Fermentana to build a strong relationship with the community”

### **Local:**

The Gallatin Valley Land Trust was founded in 1990 by Gallatin Valley residents, for Gallatin Valley residents. GVLT’s whole mission has been based on preserving the land in Bozeman and surrounding areas. This local focus positions GVLT as a trusted, neighborhood, advisor when it comes to land preservation and trails. We suggest the following statements to support this message:

- “GVLT was founded by Gallatin Valley residents for Gallatin Valley conservation and trails.”
- “Trust your land with your neighbors at GVLT and the 45,000 acres already conserved.”
- “Having grown with the Gallatin Valley for 27 years, GVLT knows what it takes to preserve what makes this place special, open spaces.”
- “GVLT has created more than 80 miles of trails in the Gallatin Valley”

### **Solution Orientated:**

GVLT has been solving environmental issues within the Gallatin Valley since 1990 which has led to the company to being quite solution oriented. The community knows GVLT for its expertise in pushing for environmental solutions no matter the circumstances. We suggest the following statements to support this message:

- “With 27 years of experience, GVLT has experience finding the most appropriate solution to conservation needs.”

- “GVLT has partnered with 93 families to create easements to conserve the lands in Gallatin Valley”
- “By connecting Belgrade to Bozeman via a trail system, GVLT will reduce traffic and CO2 emissions within the Gallatin Valley”

### Unique:

GVLT provides a unique aspect to land conservation due to the multitude of services GVLT provides. Not only does GVLT work with the community to form easements but, GVLT also provides Bozeman with 17 trails for consumers to experience.

We suggest the following statements to support this message:

- “GVLT has created 17 trails to bring access to the beauty surrounding Bozeman.”
- “GVLT participates in community events to educate local residents about GVLT’s mission.”
- “GVLT creates easements to protect the open land for generations to come.”

### Conclusion

We believe that positioning the Gallatin Valley Land Trust as the only land trust in the Gallatin Valley that offers specialized expertise, strong community relationships, a local perspective, a solution-oriented organization, and a unique approach, GVLT will achieve all of its marketing communications goals. By using the key messages listed above, GVLT will be able to effectively communicate its position to its target audiences while shaping the perception regarding GVLT in relation to other land trusts in the area.

## Strategies and Tactics

In the strategies and tactics section of GVLТ’s integrated marketing communications plan, we will recommend strategies and tactics that can be used to achieve the marketing communication goals that were outlined in Goals and Audience section. Strategies are the ideas that are used to accomplish these goals. Tactics are the specific actions used accomplish the strategy. We will organize this section according to the goals outlined in the previous section. Each Goal will have strategies to achieve that goal and tactics to support each of the strategic objective.

### Marketing Communications Goals

The strategies and tactics outlined in this section will allow you to achieve the following goals:

- Increase brand awareness
- Increase brand interaction within the Gallatin Valley
- Increase donor loyalty
- Increase volunteer engagement

### Goal One: Increase Brand Awareness

Increasing brand awareness is a top priority for GVLТ. As brand awareness increases, GVLТ will be better suited to achieving its mission. We recommend the following strategies and tactics to increase brand awareness among the targeted audience.

#### Strategy One: Direct Marketing

Having only used direct marketing for yearly updates, we recommend that GVLТ use a variety of direct marketing tactics to improve brand awareness. Specifically, GVLТ should use direct marketing to send out monthly birthday cards, direct mail, and emails to reach the target audience and improve brand awareness.

#### Tactic One: Direct Mail

According to the Data and Marketing Association, direct mail engagement has increased 23% in the past year. We recommend that GVLТ use direct mail for the purpose of invitations to events, birthday cards (mentioned above), announcements, and fundraising requests. According to Pursuant, a nonprofit fundraising consulting company, several nonprofits rely on direct mail for 60 to 80 percent of total revenue. An optimized and targeted direct mail campaign can pay for itself and more. We encourage GVLТ to send out direct mail in conjunction with events as well as a targeted fundraising direct mail pieces to increase brand awareness and engagement.

GVLТ has a good online presence but direct mail response rates are actually much higher than online response rates. According to the Direct Marketing Association Report, on average, direct mail response rates stand at 10 to 30 times that of email and even higher when compared to online displays. In marketing, we strive to achieve a seven-exposure practice, meaning, that we want to touch are targeted audience in three different ways. We encourage GVLТ to implement direct marketing as one of those touches. If GVLТ implemented a direct mail campaign targeting the audiences defined

in the goals and audience section, attendance will increase at events, brand awareness will increase, engagement with the brand will increase, and fundraising will increase as an added benefit.



**PROTECTING OPEN SPACE AND BUILDING  
TRAILS FOR GENERATIONS TO COME**

## **JOIN GVLT IN THE SUMMER TRAILS CHALLENGE**

**For every mile walked, biked, or ran,  
local businesses will donate \$1 to GVLT.**

**Learn more at [gvlt.org](http://gvlt.org)**

### **Tactic Two:** Email/ Constant Contact

Along with the current monthly newsletter, we recommend that GVLT send another email each month whose purpose is to seek donations and educate on the various ways to engage with GVLT. GVLT uses email for trail education and announcements related to conservation projects. We recommend taking this a step further with fundraising specific emails.

GVLT should design a marketing email campaign that encourages contacts in the database to share the email newsletter with friends and family in the county. According to Qgiv, email has the highest return on investment of any marketing channel (on average, \$40 for every dollar spent). Givers to GVLT are extremely passionate about the land surrounding Bozeman and want to share this information with neighbors, family, and friends. If GVLT designed and distributed an email newsletter designed to be shared among the contacts' friends, it would improve brand awareness through word of mouth.

First impressions matter for nonprofit organizations. Potential and existing customers are making decisions on whether or not to open and interact with your email and if it is not appealing and consistent with your message, it will be overlooked. We are recommending using Constant Contact as your email marketing solution in order to increase open rates by effectively using color, fonts, and images to reinforce the branding GVLT strives to achieve. By personalizing these email campaigns, GVLT will increase interactions by six times according to the Data and Marketing Association.

As well, Compu-Mail states that six out of every 10 adults in GVLТ's target market would prefer email as the primary communication platform. We recommend a quarterly campaign that corresponds to the seasonal interactions GVLТ has within the community. Constant Contact offers a 30% discount for nonprofit organizations resulting in a per month expense of \$45.50. Below is an example of a personalized email we recommend.



### **GIVE**

There are many ways you can give financially to GVLТ. All gifts, of any size, will allow us to safeguard this special place.

[LEARN MORE >](#)



### **VOLUNTEER**

Giving of your time is one of the greatest ways you can help. Whether you have an hour or a few, you can make a difference.

[LEARN MORE >](#)

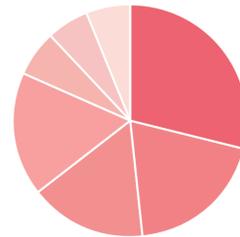
## Strategy Two: Print advertising

GVLТ has been mainly advertising on social media to reach its younger audience, but numerous people in GVLТ's older audience are not active with social media. The best way to increase brand awareness among this older audience is to execute print advertising campaign.

### Tactic Three: Newspaper Ads

We recommend that GVLТ use newspaper ads to increase its brand awareness among Gallatin Valley. The *Bozeman Daily Chronicle* is the only major newspaper in Bozeman, and GVLТ should place advertisements throughout it. According to the Chronicle's records, 79% of adults in Gallatin County have read the Chronicle at least once, online or in print, every 30 days, and 41.6% of those adults are between 30-64. Every year, the Chronicle customers consist of 32.8% new readers, so that will counteract the problem of repetition. Also, 51.3% of Chronicle readers have a disposable income (over \$50,000), which may increase donations as well.

THE DAILY CHRONICLE IS READ BY PEOPLE OF ALL AGES



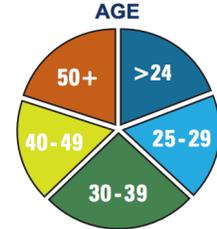
- 28.6% of Chronicle readers are under the age of 30
- 19.3% of Chronicle readers are between the ages of 30 - 39
- 16% of Chronicle readers are between the ages of 40 - 49
- 17% of Chronicle readers are between the ages of 50 - 59
- 6.3% of Chronicle readers are between the ages of 60 - 64
- 6% of Chronicle readers are between the ages of 65 - 74
- 5.8% of Chronicle readers are over the age of 75



### Tactic Four: Magazine

The *Bozeman Magazine* and *Outside Bozeman* are the two major magazines that circulate throughout Bozeman. The *Bozeman Magazine* reports mainly on community updates, while *Outside Bozeman's* reports concentrate on outdoor activities and advertise for local outfitters and sporting goods stores. We recommend that GVLТ consider *Outside Bozeman* and *Bozeman Magazine* as a potential place for an advertisement.

INCOME	
Less than \$20k	16.6%
\$20k-\$35k	29.7%
\$35k-\$50k	15.9%
\$50k-\$75k	17.2%
Over \$75k	20.7%



*Outside Bozeman* is geared toward outdoor enthusiasts of all ages and informs residents about updates on all outdoor activities in surrounding areas. According to *Outside Bozeman's* numbers, there are 50,000 readers per issue and it is distributed to seven counties that surround Bozeman. Numerous establishments order *Outside Bozeman* to offer customers entertainment while waiting. *Outside Bozeman* also informs visitors and new residents about outdoor activities that are available in Bozeman.

GVLТ would increase its brand awareness among all residents in Bozeman by placing advertisements in *Outside Bozeman magazine* because it can update the community on its trails and events. Since 37.9% of readers have an income over \$50,000, donations will increase as well. GVLТ can benefit because 52% of readers plan to buy something that was advertised in *Outside Bozeman* in the next 12 months, which include donations.

*Bozeman Magazine* reaches fewer residents than *Outside Bozeman*, and the prices are similar to *Outside Bozeman*. *Bozeman Magazine* would produce positive brand awareness to the older, wealthier demographic of Bozeman, which will increase the chance of increasing donations. The upside of using *Bozeman Magazine* is the median income is \$74,999 which is a significant increase compared to *Outside Bozeman*. This will increase GVLТ's brand awareness among donors.

According to *Bozeman Magazine's* records, 90% of readers engage in outdoor recreation. GVLТ can use this information and place advertisements in *Bozeman Magazine* since GVLТ's main audience participates in some sort of outdoor activity.

Reader Quick Stats			
93% attended college	65% married / partner	60% shop locally every month	85% have college degree
40% usually shop every month	20% single / divorced	90% engage in outdoor recreation	15% plan to get married within three years
3 average household occupancy	56% all readers are "influentials"	29% of all residents in MT visit Bozeman	#1 Gallatin County is the fastest growing county in MT

\*Based on data from Google Analytics, Facebook Insights and a 2014 report from the Montana State University BACI 477 marketing - class company participation. Updated January 2017



### Strategy Three: Online Promotion

GVLT has excelled at building a user-friendly website and generating followers online. We believe that GVLT can enhance its online presence by increasing the promotion of conservation on social media channels and using paid Facebook ads.

### Tactic Five: Social Media

GVLT needs to increase the presence of conservation on social networks by posting more frequently about conservation efforts. The footwork has already been set with the presence of Facebook, Twitter, YouTube, and Instagram. Increasing the social posts related to conservation by 25% is needed to balance the company values. We recommend that GVLT post more frequently about conservation successes as a way to share with followers of its work.



GVLТ is happy to be protecting the beautiful land in the Gallatin Valley. Mr. Johnson just placed an easement on this piece of land to protect it for generations to come.



Like Comment Share



Write a comment...



### **Tactic Six:** Facebook Business Paid Ads

GVLТ should use Facebook Businesses paid ads to find potential donors and volunteers through targeted posts that are designed to engage the target market. Paid ads are designed for a narrow audience and with an average cost \$0.80CPC (cost per click) vs Google AdWords of \$2.50 CPC, they are budget friendly. According to [msmdesignzblog.com](http://msmdesignzblog.com), Facebook paid ads have an unquantifiable social factor to them that can influence users that like the page for two to three years. These ads have less qualified traffic but you are paying for the staying power and a social factor, which in essence means you are paying for the future. Paid ads should be targeted towards the conservation side of GVLТ and be placed monthly.



## Goal Two: Increase brand interaction within the Gallatin Valley

As more individuals engage with the GVLT brand, GVLT will be able to conserve more land and create more trails. The following strategies and tactics will improve brand engagement in the Gallatin Valley.

### Strategy Four: Event Marketing

Event marketing would be a great way to increase GVLT's interaction with the community within Gallatin Valley. By using outdoor event sponsorships, volunteering opportunities and outdoor advertisements, GVLT will be able to increase brand interaction while maintaining its position in the market.

**Tactic Seven:** Partner with law firms for educational estate planning sessions  
 By partnering with law firms for estate planning sessions GVLT will be able to introduce themselves in a positive way. Being at the event will entice people to protect their lands for future generations. GVLT will be able to inform and educate people so that in planning they will think of GVLT. GVLT can do this by either hosting the event or sponsoring it. Promotional items should be in abundance such as water bottles, T-shirts, bottle openers and etc.



The Gallatin Valley Land Trust invites you to

**A FREE Estate Planning Workshop**  
Featuring  
**Dr. James Jameson J.D.**

**Plan you will, leave your legacy**

**For more information visit [gvlt.org](http://gvlt.org)**

**Tactic Eight:** Trail Maintenance Day

GVLT already has hosted trail maintenance days in the past and they have been quite successful. They have partnered with REI and other Bozeman companies to perform trail maintenance and raise awareness about GVLT's mission. By implementing a trail maintenance day GVLT will be able to not only clean up trails but, deliver a positive experience directly correlated to its brand. According to the *Bozeman Chronicle* last trail day in June of 2017 generated 200 volunteers. We will be looking to increase this number with promotion of the event via social media and posters throughout downtown neighborhoods. We will be looking to target families that not only use the trails but, are looking for great way to spend time outside with their families. Partnering with the Bozeman CO-OP would be a great way to promote the event in that it hits our target market of the event right on the head.

**Trail Maintenance Day**  
June 15, 2018  
Drinking Horse Trail  
5pm to 8pm

**WE HAVE FUN!**

For more information, contact:

### **Tactic Nine:** Athletic Event Sponsor

Another great way to market through events is by sponsoring an athletic event such as the Bozeman Marathon. Not only will GVLT be enveloped in the target market but, GVLT will be able to speak with families and individuals about what they do at the finish line while they wait for runners to finish. The Bozeman Marathon had a total of 152 participants in last years race. This amount of people plus families are exactly what GVLT needs to increase awareness about trails. The Bozeman Marathon finish line on Main Street, which means it will draw a large crowd as well. We recommend GVLT put up a booth with promotional items to help people learn more about GVLT's mission.



### **Strategy Five: Outdoor Advertisements**

GVLT's target audience tends to spend a significant time outside. To reach this targeted audience we recommend that GVLT employ outdoor advertisements on trails, downtown Bozeman, and billboards/poster boards.

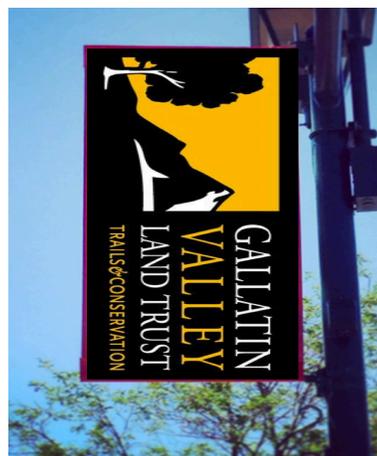
#### **Tactic Ten:** On trails

While GVLT does mark most of its trails we found that some trails do not have GVLT's marking at the beginning or end of the trail. By developing signs for trails in which GVLT maintains people will understand who puts in the long hours and dedication to make Bozeman's trails what they are today. We are proposing that GVLT make a simple infographic at the beginning of every trail that explains when the trail was made and how long it runs for. GVLT should place the logo front and center on this infographic to once again increase brand recognition.



**Tactic 11:** Downtown Bozeman (Banner)

Another outdoor advertisement we will be looking to do is downtown Bozeman street light banners. We recommend banners communicate the previously identified key messages through headlines such as “Protect your land” and copy points such as “Protect your trails.” We would be placing the GVLТ logo in the middle of the banner to not only spread brand awareness but to share what GVLТ does for the Bozeman community. We are recommending this due to the amount of views GVLТ would be getting each day. According to Montana.gov a daily average of 16,448 drivers drive through Main Street on a given day. We recommend putting these banners up during the spring when trails and land are used most often by outdoor enthusiasts. Downtown events during springtime include Bobcat Fest, Winter Farmers Market, and Bozeman Craft Beer week. These events alone have the potential to bring out thousands of people which in turn creates views and interest in GVLТ.



**Tactic 12:** Billboard/Poster Boards

Our last tactics when it comes to outdoor advertisements is a DIY poster board for GVLТ land owners. This will be a play-off of the famous “Protected by ADТ Security” commercials. Instead of ADТ the poster will say GVLТ. “Land protected by GVLТ.” Not only will this make landowners who have land with GVLТ proud but, will also draw curiosity from passing drivers, hikers and outdoor enthusiasts. When people are looking out their windows at the beautiful landscapes Montana has to offer they will relate these landscapes to GVLТ when they see the sign hanging on the fence of someone's property. We recommend targeting the beginning of Bozeman pass on I-90 due to the large cluster of GVLТ land there and the average traffic on I-90 in this section is 14,896 viewers per day.

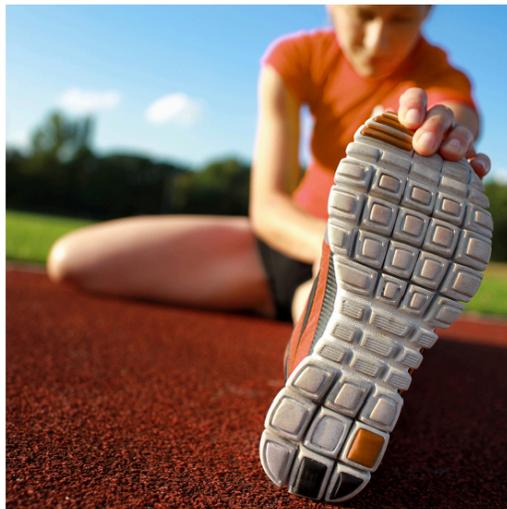


### Strategy Six: Sponsorship

To increase brand awareness within the Gallatin Valley, we recommend GVLT sponsor more events that take place here. This will help increase awareness about GVLT. We recommend GVLT sponsor a trail run, develop a restaurant partnership, and sponsor Music on Main.

### Tactic 13: Trail Run

One way that GVLT can increase brand awareness in the Gallatin Valley is to sponsor a trail run in the community. GVLT has been associated with trail runs such as the Ridge Run, but being the sole sponsorship for a trail run can increase the awareness of them in the community. We recommend that GVLT use the Sourdough Canyon Trail because it will increase awareness about the work GVLT has done with the trail while increasing awareness about GVLT as a brand.



## GVLT TRIAL RUN BOZEMAN, MT

Come enjoy the outdoors by running, jogging or walking with us! We will begin at Montana Ale Works and enjoy Sourdough Canyon Trail and its beautiful sight's. Come join us after the run for a free beer on us!



STARTS AT ALE  
WORKS

12:00 P.M. START  
TIME

\$30 DOLLAR RACE  
FEE

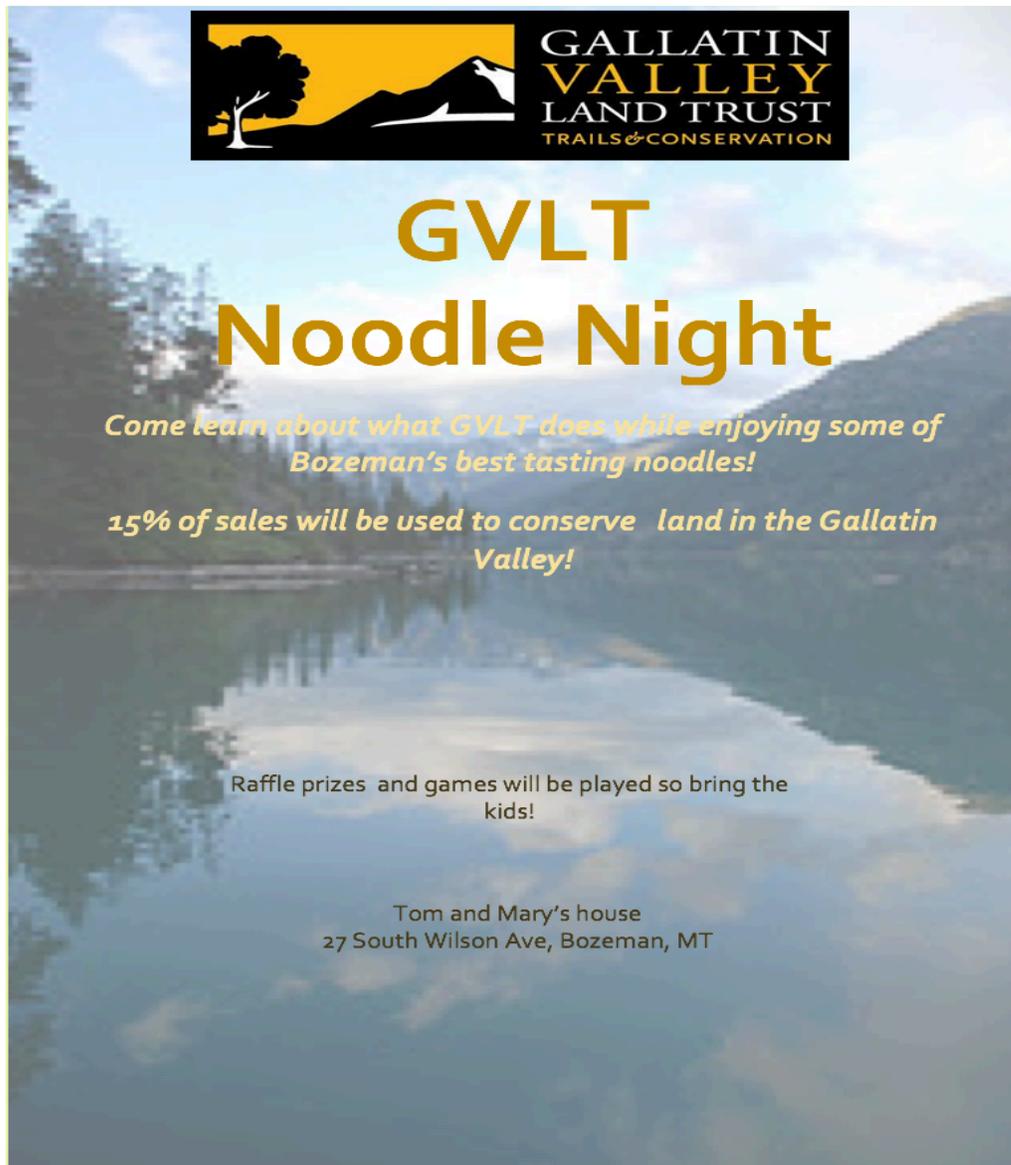
INCLUDES ONE FREE  
BEER

GVLT  
Bozeman, MT

<https://gvlt.org/>

**Tactic 14:** Restaurant partnership

Our next tactic to increase brand awareness in the Gallatin Valley is to partner with a restaurant in Bozeman to not only increase awareness but also funds. Around Bozeman there has been different clubs and companies that have teamed up with restaurants where the club advertises the restaurant and says that a percentage of sales for a night would go to the club. For example, the Montana State University Leadership Club partnered with Panda Express and from the hours of 5:00pm-8:00pm 15% of Panda Express's sales went to the club if you presented the flyer. The club was able to make \$200 that night but the president of the club, Danielle Campanella, said they could have made more if they were to advertise it better. GVLT can partner with a local business like Naked Noodle for example and advertise it on social media accounts and get a good turnout. Not only are we helping Naked Noodle increase sales, but we are also creating funding for GVLT while increasing awareness in the community.





**Tactic 15:** Music on Main

Music on Main has been in the Bozeman community for almost 18 years and brings thousands of people to downtown Bozeman for music, food, and fun. The next tactic to increase brand awareness in the Bozeman community is for GVLТ to sponsor the 2018 Music on Main. This will not only show that GVLТ cares about the Bozeman community and what goes on in it, but it could also be a great opportunity to education the population about what GVLТ does. GVLТ could set up a booth at Music on Main where they can hand out pamphlets (talked about below) and trail maps where people can go and use the trails. They can also educate on conservation and see if they can get any leads on people who are thinking about creating an easement. There can also be an opportunity for donations from the booth as well.



### **Goal Three: Increase Donor Loyalty**

GVLT's donors make it possible for the acreage conserved and the trails created. GVLT can encourage continued donations while increasing engagement with these donors by employing the following strategies and tactics.

### **Strategy Seven: Donor Relations**

We feel that improving donor relations is the first step to increase donor loyalty. Making the current donors of GVLT feel appreciated is something that we think GVLT can implement. Our suggestions to increase donor relations is to host a BBQ appreciation picnic, send a thank-you Christmas ornament, and start a donor of the month e-newsletter.

### **Tactic 16: Birthday Cards**

Sending birthday cards is a direct marketing tactic employed by many nonprofits as a friendly reminder of the organization. For example, the Montana State University Alumni Foundation sends out a birthday card to each contact for estate and gift planning purposes. We recommend that GVLT send out a personalized birthday card to all donors. Targeting these contacts will remind the recipient of GVLT's mission while extremely subtly reminding the recipient of the ways to donate to GVLT.



**Dear Mrs. Johanson,**

**Happy birthday from all of us here at  
GVLT. We appreciate your support. Enjoy  
another year of outdoor recreation and  
beauty.**

**From,  
GVLT Family**

**Tactic 17:** BBQ in the Summer

Another way for GVLT to increase donor loyalty is to host a BBQ in the summer for donors. The BBQ will bring donors together to interact with one another, and the employees of GVLT. Hosting the BBQ at one of GVLT's various trail sights will bring attention to the donors and show how their donation is helping GVLT achieve. The menu would include (but is not limited to) hamburgers, pulled pork sandwiches, baby back ribs, bratwursts, various salads, sides, and desserts. A sample of the menu is provided below.

**Menu** 06/25/2018  
*BBQ with GVLT*



Baby Back Ribs



Pulled Pork Sandwiches  
GF Bread Available



Burgers  
GF Bread Available



Bratwursts  
GF Buns Available



**Tactic 18:** Christmas Ornament

The next tactic for GVLТ to increase donor loyalty is to send Christmas ornaments to donors that donate over a set amount that GVLТ provides. This is not only a gracious gesture by GVLТ, but lets donors know that they are thinking of them during the holidays and appreciate the help that they have offered for GVLТ.



**Tactic 19:** Donor of the Month (e-newsletter)

The last tactic that we are recommending GVLТ do is to create a donor of the month e-newsletter. The e-newsletter would highlight one donor a month that is helping GVLТ achieve its goals. GVLТ can talk about the projects that they are working on with the money that the donor has given to GVLТ. This will not only showcase a donor of GVLТ, but could spark some competition between other donors and potential donors to “out donate” to become the next donor of the month.

\* Insert Month\*



# Donor of the Month



\*Insert donor name\*

\*Insert text about donor of the month\*  
\*Insert text about where the money is going\*  
\*Insert information on how to be the next donor of the month\*  
\*Insert GVL contact information\*

*Thank You*



**Tactic 22:** Bingo at Senior Homes

A great way for GVLТ to be more involved in our target audiences would be to host bingo night or any game of that type at Senior Homes in the Gallatin area. While some might say this is undermining to people's wellness we believe that these customers are just as important as others and deserve to be educated on the subject of what GVLТ does. In these game sessions, we would include prizes that come with info cards in case the people would like to be more educated on the subject. GVLТ would need to be open to all question and be very transparent in what they were doing in order to avoid judgment and rash comments from the public.



**Strategy 9: Educational Marketing**

GVLТ has extensive expertise in the conservation field. That knowledge can be taught to people who are unaware of the impact development has on our land and for the environment. GVLТ can inform residents of Bozeman of the work they do to protect the land in the Gallatin Valley, and this will increase donor loyalty.

**Tactic 23:** Brochure

We recommend that GVLТ create an educational pamphlet that describes how GVLТ protects the land in the Gallatin Valley. This would increase donor loyalty because it is important for a donor to realize that his or her donation is going towards an important purpose and other people are aware of that purpose.

The front of the first leaf of the pamphlet should have GVLТ's mission statement and purpose, along with pictures of Bozeman residents using trails. This first leaf is the most

important because most people do not read past the first leaf. On the back of the first leaf, there should be a detailed description about how GVLT was founded and its purpose in the community. The next segment of the back of the first leaf should have the facts about how much land GVLT conserves and how many miles of trails they maintain throughout the Gallatin Valley. This section should also explain how GVLT is transparent about finances, but should not show specific numbers.

The front of the middle leaf should have events that are going to occur on current trails and trails that will be coming soon on the top section. On the lower section, there should be a list of the trails that GVLT has and the distances. Other facts about the trails would be beneficial. The back of the middle leaf is the second most important because people will see that without even holding the pamphlet. We recommend that there should be a map of Bozeman and GVLT trails highlighted on the map. A map will draw the eye of an individual who doesn't plan on reading the pamphlet.

The front of the third leaf should have pictures of the GVLT employees at local events like Music on Main or at Bridger Bowl to show that the employees belong and are present with the community. This page should have brief biographies on the founder, owner, and key employees to familiarize GVLT with the community and to show that GVLT is run by ordinary people. The back of the third leaf should be a brief explanation of what an easement is. This will inform the individual about how land is conserved and will inspire them to donate or purchase easements.

What does GVLT do?	About our staff	Contact Us
 <p>[Easement content here]</p> <p>Easements do this...</p>	 <p>John Smith works on stuff...</p>  <p>Penelope is the owner...</p>	 <p>[Contact Information]</p>
 <p><b>GALLATIN VALLEY LAND TRUST</b> TRAILS &amp; CONSERVATION</p>		





Check out our trails around Bozeman and Belgrade

Protecting land and building trails for generations to come



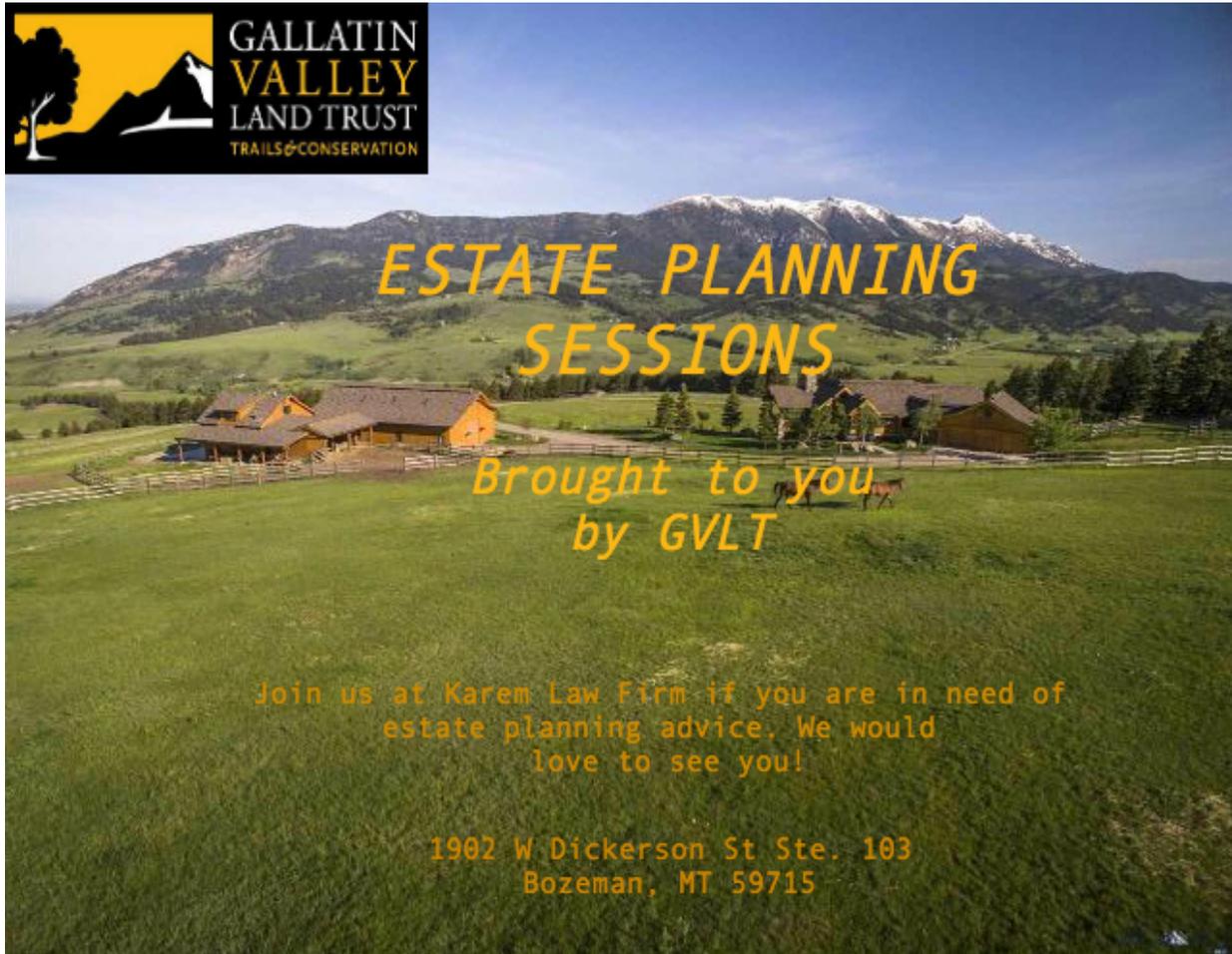
The Gallatin Valley Land Trust connects people to the landscapes that surround us through the conservation of open spaces and creation of trail systems. Through our work we provide spaces for children to get outside, protect habitat for our area's most iconic wildlife species, keep working farms working, and offer world class outdoor recreation from our Main Street to the Mountains, and so much more. In short, we preserve the very things that make the Gallatin Valley such a great place to live



[Insert content here]

**Tactic 24:** Partner with law firms for educational estate planning sessions

When an individual is organizing their affairs or has inherited an estate, they usually go to a lawyer to organize their assets and provide a valuation for all belongings. Lawyers will provide an estimate of how valuable their land and other assets based on the local prices, and will usually present their assets at a residential value. If GVLТ educates local law firms and clients that they can purchase an easement to reduce the value of the land. Some individuals may desire their land to be more valuable, but an easement will significantly reduce property taxes and save the client cash rather than increase their net value. The main local law firms are Bryan Law Firm, Quinn Law Office, and Montana Law Office. Sending a GVLТ representative to these offices to explain to these firms the benefits of purchasing an easement will be beneficial. If the GVLТ representative is successful, these law firms will recommend clients to purchase easements to reduce the value of their land and reduce property taxes.



**Tactic 25:** Public Service Announcements

To further educate the community, we recommend that GVLT use public service announcements. Public service announcements are the most trusted type of communication. GVLT should write quarterly PSAs to update the community and the local government about the progress with trails and acquiring easements. The PSA should include details on who is volunteering and exactly what they are doing. The content should also include announcements of upcoming events and results of previous events. Before the trail from Belgrade to Bozeman is finished, GVLT should conduct PSAs to make the community aware of the trail and in a result, more people will use the Bozeman to Belgrade trail.

***“That was This Land is Your Land by Bruce Springsteen, brought to you by our friendly folks at Gallatin Valley Land Trust. Conserving our lands and trails in the Valley since 1990. Visit the booth at the Bozeman Christmas Stroll tomorrow evening to learn about current projects. Next up we have Big Yellow Taxi by Joni Mitchell.”***

## Goal Four: Increase Volunteer Engagement

Volunteers play a crucial role in GVLТ’s mission of creating and preserving trails. GVLТ can use these volunteers in a variety of different ways to promote GVLТ. GVLТ can also employ the following strategies and tactics to increase the level of volunteers.

### Strategy Ten: Digital Marketing

The following digital marketing tactics will encourage GVLТ’s online following to engage more with the brand. Specifically, creating a blog and performing search engine optimization will make more content available to the target audience.

#### Tactic 26: Blog

Business blogging is a tactic to get your business more online visibility according to Hubspot. This tactic can also increase credibility in the eyes of potential consumers. Blogs are the first step in the attract, convert, close, and delight model. As an authority in conservation in the GV, GVLТ will build trust by providing knowledgeable content. A blog should be posted once every other week alternating between conservation and trails. Examples of blog posts are:

- “How to obtain a land easement in 5 simple steps!”
- “Six local trails that need your love!”
- “Tax right off? Land Easement!”
- “Triple tree bench’s final sunset!”
- “470 metric tons of carbon dioxide could be eliminated”

#### Tactic 27: Search Engine Optimization

GVLТ is the sixth website result when performing a Google Search for “land trust Montana.” According to searchenginewatch.com, less than 2% of searchers will click on your website at this position. Phrases used dramatically affect how web pages are viewed. Short-tail keywords are keywords that are broad and receive more searches. Long-tail keywords are more detailed keywords that receive fewer searches. Below is a list of keyword phrases that will benefit GVLТ:

<u>Short Tail</u>	<u>Long Tail</u>
Montana Land Trusts	Most effective Conservation Land Trust
Conservation in Montana	Conservation Land Trusts in Bozeman
Trails in Gallatin Valley	Conservation Land Trusts in the Gallatin Valley
Land Trusts	Land Trusts that Relate to Trails.
Bozeman Nonprofit	

### Strategy 11: Public Relations

Public relations can be a great way to increase volunteer engagement while also improving brand awareness. We recommend that GVLТ use opinion editorials, press releases, and student ambassador/on-campus group to increase volunteer engagement.

### **Tactic 28:** Opinion Editorials and Letters to the Editor

We recommend that GVLT use opinion editorials (op-eds) to increase brand awareness. An op-ed is an article written with a certain opinion of the specified author. The *Bozeman Daily Chronicle* has some writers who strictly talk about outdoor activities and conservation efforts. Parker Heinlein is an op-ed editor for the Chronicle and frequently writes about local efforts to conserve the environment. GVLT should approach editors like Parker Heinlein and explain how GVLT gives back to the community and what its future efforts will be focused on.

We also recommend that we use our volunteers to write letters to the editor in the local newspapers. Volunteers are crucial to keep engaged because it keeps GVLT and GVLT's mission at the forefront of their mind. We recommend that GVLT build a schedule to encourage specific volunteers to send in one letter to the editor each month to both the *Bozeman Daily Chronicle* and the *Belgrade News*.

These letter to the editor topics can range depending on the other marketing tactic being employed that month. For example, if GVLT were holding a trail run next May we would recommend that GVLT's volunteers send in editorials in late April or early May on their favorite trails to run on and mention the event as well. This would be a great tool to keep volunteers engaged and would also be beneficial to volunteers who would like to give back to the organization but may not have the financial resources to help monetarily.

### **Tactic 29:** Press Releases

The trails and land that the Gallatin Valley has to offer is a big part of the community. Many of the residents live in Bozeman or the surrounding areas solely because of the access to the beauty that only Montana has to offer. GVLT can capitalize on this interest by sending out regular press releases. We recommend that GVLT use press releases to highlight longtime donors and volunteers, new projects, new trails, and the success of the easements. As GVLT receives more press in the media, awareness will increase, and GVLT will be able to get more volunteers with more ease. Examples of news release topics are:

"Gallatin Valley Land Trust to Create Mountains to Main street trail in Belgrade."

"GVLT Partners with Local Law Firm to Offer Free Estate Planning Sessions."

### **Tactic 30:** Student Ambassador/Student on-campus group

Montana State University has served as an untapped resource for GVLT. Montana State University is home to over 10 outdoor focused student groups such as Fly-Fishing Club at MSU, Backcountry hunters and anglers at Montana State University, Collegiate Young Farmers and Ranchers, and Women's Outdoor Adventure Club. We recommend that GVLT either acquire student ambassadors at MSU to foster volunteers from these groups or find a student who would be willing to create a coalition group to facilitate communication between all outdoor groups and GVLT volunteer needs. Members of these groups are passionate about the outdoors, specifically surrounding the Gallatin

Valley. GVLT could tap into this resource by preparing a wide variety of volunteer opportunities for students to participate in.



### **Strategy 8: Community Relations**

GVLT can also use community relations to acquire more volunteers. The following tactics will engage more volunteers with the GVLT brand.

#### **Tactic 31: Trail Maintenance Day**

GVLT already has hosted trail maintenance days in the past and they have been quite successful. They have partnered with REI and other Bozeman companies to perform trail maintenance and raise awareness about GVLT's mission. By implementing a trail maintenance day GVLT will be able to not only clean up trails but, deliver a positive experience directly correlated to the brand. According to the Bozeman Chronicle last trail day in June of 2017 generated 200 volunteers. We will be looking to increase this number with promotion of the event via social media and posters throughout downtown neighborhoods. We will be looking to target families that not only use the trails but, are looking for great way to spend time outside with their families. Partnering with the Bozeman CO-OP would be a great way to promote the event in that it hits our target market of the event right on the head.

**Tactic 32:** Drink a beer and learn about volunteer opportunities at Bridger Brewing  
Several nonprofit organizations in the Gallatin valley take advantage of the Bozemanite social norm of visiting establishments like Bridger Brewery to support a cause they believe in. GVLT should have a monthly gathering at local breweries where the public can come learn about current and future projects while supporting GVLT's fundraising endeavors. The breweries will donate \$1.00 a pint served during the agreed upon hours with that specific brewery. There are ten breweries with tasting or taprooms big enough to hold a venue of this nature along with Montana Ale Works and The Taproom. This will allow GVLT to reach more potential customers while creating a sense of community pride.



## The beers are on us!

Join GVLT and Bridger Brewing for beers and to learn how you can help conserve the beautiful land in the Gallatin Valley

Visit [gvlt.org](http://gvlt.org) for more information

### **Tactic 33:** Partner with Students

Partner with student clubs at MSU and The Office of the Dean of Students to build awareness and recruit willing and mandated volunteers. Student organizations as well as students that are referred by the Dean's Office have annual community service requirements. GVLT will take advantage of this opportunity to educate these groups with regards to its mission and values. MSU is known for the outdoor mentality that students come for, such as the nickname Trout U. Organizations such as the Fly Tying Club, Ag Club, Ag Student Council, Crop Science Club, Exercise Science Club, and several others would find interest in the conservation efforts of GVLT.

**MONTANA STATE  
UNIVERSITY**



**TROUT U.  
EST. 1893**

## Conclusion

We strongly suggest using the strategies and tactics listed above as they will be the most effective approach for achieving the marketing communication goals. Each of the strategies will help GVLT fulfill its mission and improve its marketing communications in an easy and affordable way. In the following section, measurement and evaluation, we will describe the timeline and budget for implementing the strategies and tactics. We will also show how GVLT can measure each of these strategies.

## Measurement and Evaluation

Our final component of our strategic integrated marketing communications plan is measurement and evaluation. In this section we will describe how each marketing communications goal will be measured and evaluated. We have also developed a customized timeline for implementing each tactic, and three different budget options. The measurement and evaluation section will provide specific metrics associated with each marketing communications goals. This will allow for assessment of progress on the goals.

### Goal 1: Increase brand awareness

#### **Metric: Survey (Change in Brand Awareness)**

To effectively monitor brand awareness, we recommend that GVLT conduct a brand awareness survey before throughout the implementation of the strategic IMC plan. This will allow us to measure the change of brand awareness among our target audiences outlined in the goals and audiences section of this plan. The survey will allow GVLT to measure brand recognition, which is the ability for consumers to recognize the brand in comparison to its competitors. The initial survey will determine the strength of the GVLT brand. Once the plan is put into effect, we recommend sending out the brand awareness survey in one year following our implementation of the IMC plan. Comparing the results from the initial survey and the one year later survey will allow us to determine which tactics have been most effective for increasing GVLT's brand awareness. A sample survey is included in Appendix C.

The tactics related to this metric include:

- Newspaper ads
- Direct Mail
- Magazine
- Opinion Editorials
- Facebook Paid Ads
- Downtown Bozeman
- Billboard/Poster Board
- Press Releases
- Social Content
- Constant Contact

#### **Metric: Test Marketing**

Test marketing is running the campaign in a market anywhere from 3-12 months. We recommend initially running the campaign in Belgrade as a test prior to running the full IMC plan county wide. Running a test marketing will show that the investment in the full IMC plan would be extremely beneficial to GVLT and would provide a significant return on investment. We chose Belgrade for our test market because resident characteristics are representative of the full county due to the presence of both rural and city residents. After running the IMC plan in Belgrade for three months, we recommend employing the survey to measure the changes observed in brand awareness in the test market.

- Direct Mail
- Newspaper Ads
- Magazine
- Facebook Ads



- Billboard/Poster Boards
- Opinion Editorials

## Goal 2: Increase brand interaction within the Gallatin Valley

### Metric: Return on Marketing Investment

Return on Marketing Investment is the contribution or profit attributable to marketing divided by the marketing invested. Another way to think of ROMI is the growth of the business attributable to a particular marketing campaign divided by the cost of the marketing. This metric can be applied to the following tactics:

- Music on Main
- Marathon Sponsor
- Downtown Bozeman Banner
- Restaurant Partnership

### Metric: Conversion Rate

Conversion rate is the percentage of users who take a desired action. GVLT can measure this by dividing the number of participants in the following events by the number of participants that become involved with GVLT thru donations or conservation easements. This metric can be applied to the following tactics.

- Trail Maintenance Day
- Estate Planning Sessions
- Trail Run
- Marathon Sponsor
- Partner with law firms for educational estate planning sessions

### Metric: Cost Per Acquisition

Cost per acquisition measures the amount of capital used to generate a lead or customer. This is calculated by dividing the cost of the campaign by the number of leads or customers generated. Using this metric will tell GVLТ how successful the campaign is. This metric can be applied to the following tactics:

- Music on Main
- Trail Run
- Downtown Banner
- Marathon Sponsor
- Restaurant Partnership

## Goal 3: Increase donor relations

### Metric: Cost per Donation

Using cost per donation we will be able to decipher how much GVLТ spends for each dollar that is donated. This is important to know because GVLТ does not want to spend more than what it is receiving in donations. Cost per donation is calculated by dividing the total cost of the specific marketing campaign by the total revenue generated from that campaign. This metric can be applied to the following tactics:

- Birthday Cards
- Donor Appreciation BBQ in the Summer

- Parade of Lands
- Bingo at Senior homes
- PSA's
- Christmas Ornament

#### **Metric: Return on Ad Spend (ROAS)**

Return on Ad Spend (ROAS) measures how much GVLТ gained compared to its cost. This is calculated by dividing the total revenue generated from a certain marketing campaign by the total cost. This number informs GVLТ of the gains it is making from each method used to acquire donations. This metric can be applied to the following tactics:

- Donor of the Month
- Estate planning events
- Christmas Ornament
- Parade of Lands
- Pamphlets

### **Goal 4: Increase volunteer engagement**

#### **Metric: Cost per Acquisition (CPA)**

Using CPA, we will be able to measure how many volunteers GVLТ acquires from each tactic listed below. When a volunteer shows up to an event or project we will request them to disclose where and why they were motivated to volunteer for GVLТ. We will divide the cost of each channel that is used to acquire volunteers by the amount volunteers that attend each tactic. With this calculation GVLТ can determine the most efficient way to find volunteers: This metric can be applied to the following tactics:

- Blog
- Opinion Editorials
- Search Engine Optimization
- Press Release

#### **Metric: Track amount of volunteers**

A metric to measure volunteer engagement is to track the amount of volunteers at each event and group activities. GVLТ will need to implement a benchmark to start. That number will be taken from the volunteers who attended the last event. We will use this number to monitor whether volunteer engagement has increased or decreased. This will allow us to test different methods to draw in volunteers and pinpoint the strategy that best interests a potential volunteer. This metric can be applied to the following tactics:

- Student Groups
- Events that occur on trails
- Beer night with GVLТ
- Trail Maintenance Day

In this section we suggested metrics that will allow you to evaluate the goals and strategies presented in the previous sections. These qualitative metrics make it possible for you to track the effectiveness of the strategies and tactics employed

## Timing

In the Strategies and Tactics section of this integrated marketing communications plan, we listed tactics that we believe that GVLТ should implement to increase marketing communications. Below we have included a timeline and a calendar that GVLТ can follow to keep track of the tactics, the marketing strategy, and the best time to implement them. We have also created a sample calendar that GVLТ should create for each month to track on the tactics and events that have been created and implemented.

For the timeline, you can see that we have listed the desired marketing communications goals and under those the tactics that we believe are going to achieve these goals. For each tactic, we have created a timeline of when we believe GVLТ should implement each tactic. This is going to be on a month to month basis with different tactics being implemented in different months. We have also color coded the tactics by which marketing strategy is going to be used to accomplish this tactic. You can see below the legend that has 11 colors that symbolize the marketing strategy that is going to be used. An example on how to read this timing sheet, let's look at the tactic trail run which is under the goal increase brand interaction in the Gallatin Valley. You can see that the month of August is highlighted with red which indicates that we believe that GVLТ should sponsor a trail run in the month of August where the weather is going to be the nicest and the highest probability of a good turnout.

The calendar that we have provided below shows a blown-up version of what tactics are going to be implemented in each month. The example below shows the month of August and the tactics that we have planned to be implemented in August. At the beginning of the month we have GVLТ's monthly emails sent out and the donor of the month e-newsletter going out as well. There are also dates for when we believe blog posts should go up and when press releases are to be released. There are also a couple of events that we have planned to be executed in August and you can see these on the calendar as well.

# Timeline

Goal Described By Tactic	January	February	March	April	May	June	July	August	September	October	November	December
<b>Increase Brand Awareness</b>												
Direct Mail												
Email/Constant Contact												
Newspaper Ads												
Magazine												
Opinion Editorials												
Social												
Facebook Business Paid Ads												
<b>Increase Brand Interaction in the Gallatin Valley</b>												
Partner with law firms for educational estate planning sessions												
Trail Maintenance Day												
Marathon Sponsor												
Downtown Bozeman (Beners)												
Billboard/Poster Boards (DIY)												
Trail Run												
Restaurant Partnership												
Music on Main												

Direct Marketing	
Print Advertising	
Online Advertising	
Event Marketing	
Outdoor Advertisements	
Sponsorship	
Investor Relations	
Community Relations	
Education	
Digital Marketing	
PR	



## Calendar

2018 AUGUST						
SUN	MON	TUE	WED	THU	FRI	SAT
			<b>1</b> Send out Monthly Emails	<b>2</b> Donor of the Month announced	<b>3</b>	<b>4</b>
<b>5</b>	<b>6</b> Blog Post	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b> Trail Maintenance Day
<b>12</b>	<b>13</b>	<b>14</b>	<b>15</b>	<b>16</b> Music on Main	<b>17</b>	<b>18</b>
<b>19</b>	<b>20</b> Press Release	<b>21</b>	<b>22</b> Bridger Brewing	<b>23</b>	<b>24</b>	<b>25</b> Trail Run
<b>26</b>	<b>27</b>	<b>28</b>	<b>29</b>	<b>30</b>	<b>31</b>	

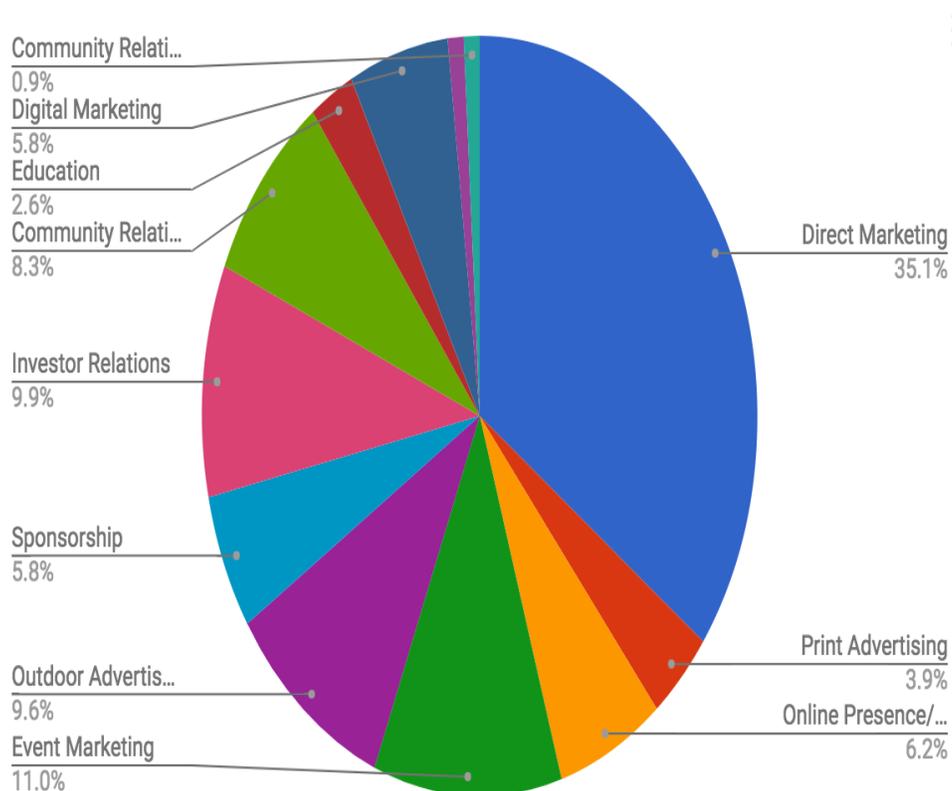
## Budget

When developing a budget we decided to produce three different options in which GVLT can choose from.

The distribution of funds brings us back to our Strategies and Tactics in that we have listed the ones we feel most important within each type of budget. The cost of each strategy is undernoted by the cost of the tactics to implement that certain strategy. At the end of each budget is a total cost of implementing every strategy. We have included the cost of labor at \$14.00 per hour into the plan as well. Please note these budgets are subject to change due to market prices, seasons, and company donations.

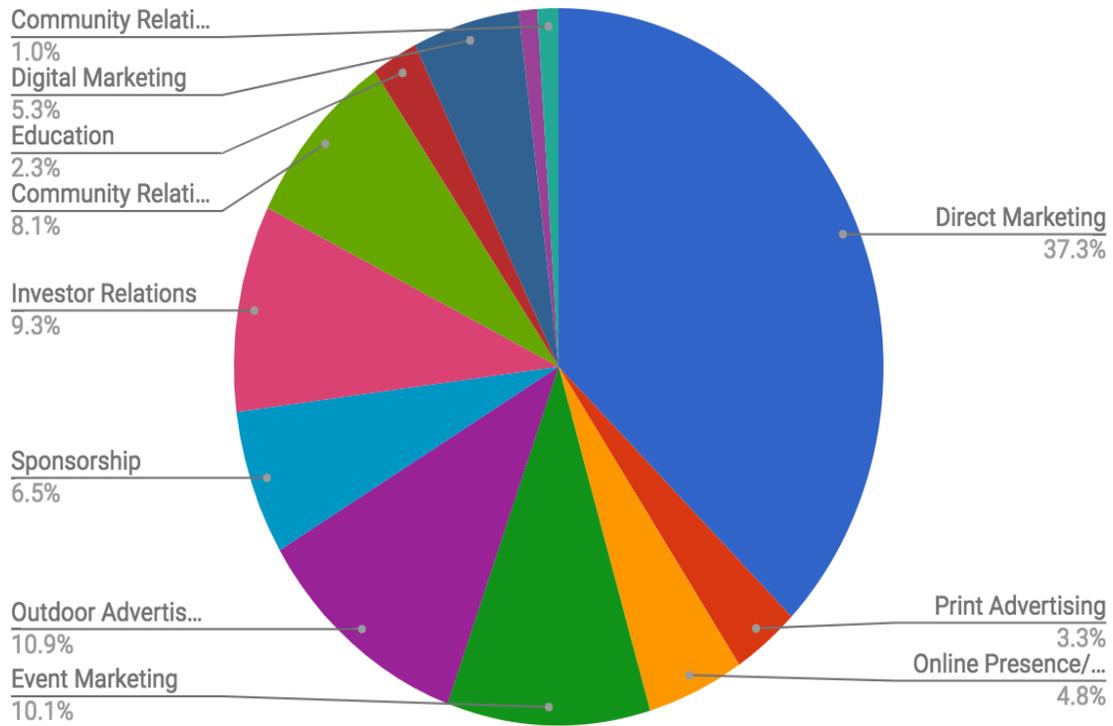
### Budget 1: Sacagawea Peak

In this budget we include every strategy and tactic. We understand that this budget may seem large but, if the company has a good year and can implement these strategies GVLT will reap the benefits. These benefits include, but are not limited to, more donations, volunteers and development of easements. This budget will give you the most diverse range of ideals to accomplish your goals.



## Budget 2: Bridger Mountain

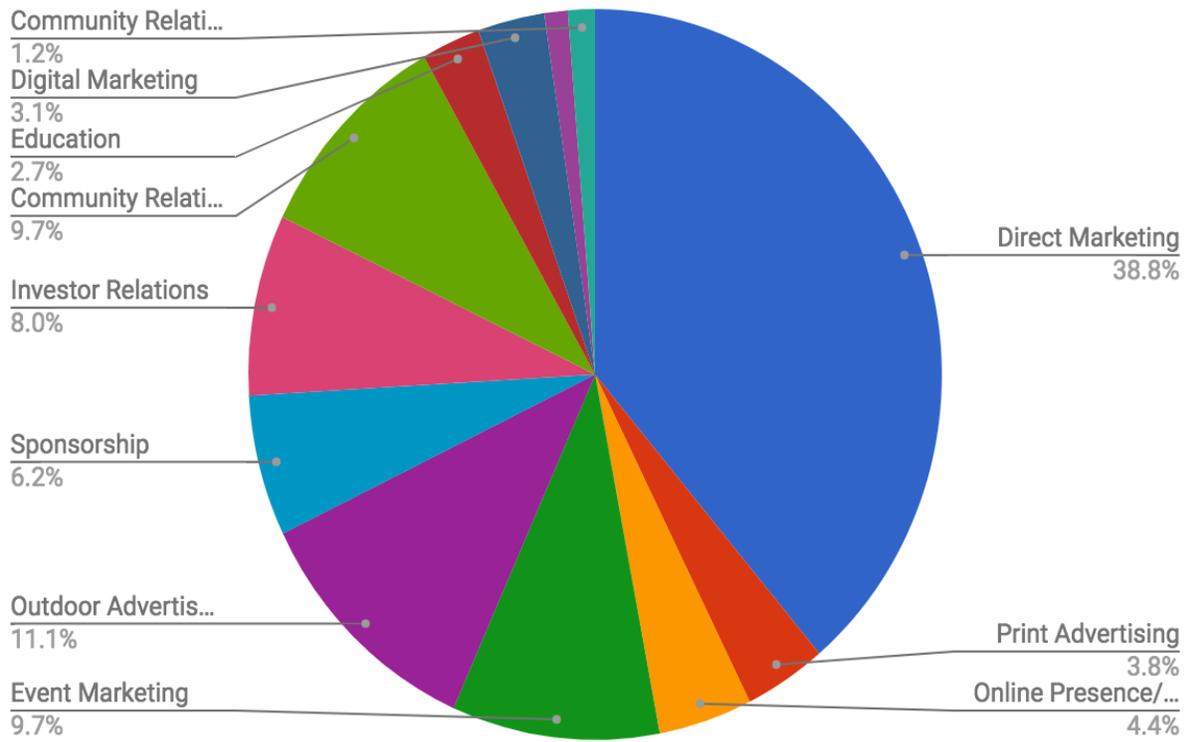
In this budget we try to implement every strategy and tactic into one budget. We believe this budget will help you make the best decisions in terms of your budget and marketing communication goals.





## Budget 3: Pete's Hill

In this budget we are looking to save money and develop the most necessary tactics in order to reach and engage potential customers. We have done this by significantly decreasing funds and cutting back on certain areas.



## Conclusion

In conclusion, this integrated marketing communications plan for GVLT creates, delivers, manages, and evaluates the information that has been identified on how GVLT's target audience identifies them in the marketplace as a trail/conservation nonprofit. Throughout this plan we have considered all aspects for GVLT to find the best suitable goals, audiences, strategies, tactics, and costs.

# Appendices

## Appendix A SWOT

Strengths	Weaknesses	Opportunities	Threats
<p>Strong Relationships</p> <p>Family Word of Mouth</p> <p>Integrated in the Community</p> <p>Strong Business Partnerships</p> <p>Volunteers</p> <p>Word of Mouth from other Organizations</p> <p>Social Media Presence</p> <p>Local Events</p> <p>Understanding of Growing Economy</p> <p>Strong Management</p> <p>Website</p> <p>Transparency</p> <p>Strong Work Ethic</p> <p>Passion for Work</p> <p>Relationship with Government</p> <p>Relationship with Community</p> <p>Community Support</p> <p>Culture in the Workplace</p> <p>Creating Places for Activities</p> <p>Clear and Concise Mission Statement</p>	<p>Few Employees</p> <p>Lack of Awareness from Public</p> <p>Lack of Awareness among Other Land Trusts</p> <p>Lack of Property</p> <p>Complicated Messaging</p> <p>Lack of Funding</p> <p>Only Locally Focused</p> <p>Expensive Projects</p> <p>Public Perception</p> <p>Lack of Easements</p> <p>Few Trails</p> <p>Unclear Marketing Focus</p> <p>Lack of Exploration in other areas</p> <p>Too Trusting in other Land Trusts</p> <p>Wrong Audience Targeted</p> <p>Small Company</p> <p>Few Resources</p>	<p>Education</p> <p>Youth</p> <p>Out of Staters</p> <p>Seasonal/ Home Owners</p> <p>Trail Maintenance Expansion</p> <p>Strategic Marketing Plan</p> <p>Bond Measures</p> <p>Expansion to Other Areas</p> <p>Communication between Land Trusts</p> <p>Events</p> <p>Montana State University Partnership</p> <p>Baby Boomers</p> <p>Law Firm Partnerships</p> <p>Fundraisers</p> <p>Rebranding</p> <p>Estate Planning</p> <p>Tax Benefits</p> <p>Agriculture</p> <p>Environmentalists</p> <p>Outdoor Enthusiasts (hikers, bikers, skiers)</p> <p>Families</p> <p>Small Farms (Farmers Market type)</p>	<p>Lack of Donations</p> <p>Expansion of Bozeman</p> <p>Lawsuits against Previous Easements</p> <p>Competing Non-Profits</p> <p>Economy</p> <p>Government Grants being Cut</p> <p>Competing Non-Profit's Growth</p> <p>Profitability of Expansion</p> <p>Future Generation Not Understanding</p> <p>State Federal Legislation</p> <p>Construction Companies</p> <p>Public Perception</p> <p>Baby Boomers Dying</p> <p>Habitat Conservation</p> <p>Bonding Measures not Approved</p>

## Appendix B Strategic SWOT

Environmental Data	Strengths-Weaknesses	Opportunities-Threats	Action Items
Education	local events-complicated integrated into the community-lack of knowledge in community website-marketing focus	youth-future generations out of states-expansion of bozeman print advertisement-baby boomers are dying estate planning- baby boomers dying	local events for youth estate planning workshops partnering with lawfirms school speakers catapalouza student ambassador capitalize on MSU
Baby Boomers	family word of mouth- lack of awareness relationship with bozeman community- marketing focus local events- lack of funding	marketing communications- donation funded partnering with law firms- public perception seasonalities- profitability of expansion	Print advertising Estate planning workshop Birthday Cards Radio advertising Direct mail MSU Alumni
Agriculture	work with farmers- complicated Tax benefits- lack of easements Relationship with people- Unknown	Small farms- expansion of Bozeman Environmentalists- lack of trails Families- future generations	Booth at ag events Partner with Agriculture organizations Partner with grain elevators Advertising in Montana Farm Bureau Publications Advertiser with Montana Ag Network
Outdoor enthusiasts	transparency- lack of funding creating pieces for activity- expensive projects Community Backing- expensive projects	trail maintenance - other non profit areas Environmentalists- alternative orgs Expansion- habitat conservation	Trail maintenance day Event based off of exercise Fishing access donations Marathon Sponsor Event Booths at Bridger/Big Sky fancy dinner with silent auction golf tournament marathon (youth/adult) fundraiser at Bridger/Big Sky Brags
Fundraisers	volunteers-complicated community backing-lack of exploration relationship with Bozeman community-unknown	working with the college- future generation youth-future generation baby boomers baby boomers are dying	
Youth	Family word of mouth-unknown Social Media-Complicated Passion-Lack of knowledge in community	Fundraises-Donation funded Families-Lack of knowledge Expansion-Donation funded	Advertise at elementary/high schools summer trail clubs Be apart of other local events: Farmers market etc. youth trail tracker program Library sponsored youth event

## Appendix C

### Sample survey questions:

#### GVLT Survey

Q3 Age?

---

Q4 Gender?

- Male (1)
  - Female (2)
  - Other (3)
- 

Q1 How familiar are you with GVLT?

- Extremely familiar (1)
  - Very familiar (2)
  - Moderately familiar (3)
  - Slightly familiar (4)
  - Not familiar at all (5)
- 

Q4 What do you believe GVLT does in the Gallatin Valley?

- Trail Maintenance (1)
  - Land Conservation (2)
  - Fishing Regulations (3)
  - Sells Ski Equipment (4)
  - Both 1 and 2 (5)
- 

Q5 Which one is GVLT's logo?



Q6 How often do you use the trails around the Gallatin Valley?

Very Often (1)

Often (2)

Sometimes (3)

Very Little (4)

Never (5)

## Appendix D

### Sacagawea Peak Budget

<b>Budget 1</b>				
<b>Direct Marketing</b>				
	Birthday Cards			\$5,000
	Direct Mail			\$9,000
	Email Marketing			\$1,218
			<b>Total</b>	<b>\$15,218</b>
<b>Print Advertising</b>				
	Newspaper Ads			\$840
	Magazine Ads			\$675
	Opinion Editorials			\$168
			<b>Total</b>	<b>\$1,683</b>
<b>Online Presence/ Advertisements</b>				
	Social Content (Labor)			\$2,505
	Facebook Ads (Based on 250 clicks at .80)			\$200
			<b>Total</b>	<b>\$2,705</b>
<b>Event Marketing</b>				
	Partner with Law Firm			\$2,750
	Trail Maintenance			\$1,500
	Marathon Sponser			\$500
			<b>Total</b>	<b>\$4,750</b>
<b>Outdoor Advertisements</b>				
	On Trails (80 miles of trails/2)*20			\$800
	Downtown Bozeman Banner			\$3,000
	Poster Boards			\$360
			<b>Total</b>	<b>\$4,160</b>
<b>Sponsorship</b>				
	Trail Run			\$2,500
	Restaurant Partnership			\$0
			<b>Total</b>	<b>\$2,500</b>
<b>Investor Relations</b>				
	Christmas Ornaments			\$3,200
	Donor of the Month			\$84.00
	BBQ			\$1,000
			<b>Total</b>	<b>\$4,284</b>
<b>Community Relations</b>				
	Trail Maintenance Day			\$500
	Parade of Lands (Labor and cost to aquire houses)			\$2,250
	Bingo at Senior Homes (Labor Costs)			\$840
			<b>Total</b>	<b>\$3,590</b>
<b>Education</b>				
	Educational Pamphlets (65\$ for 500)*2			\$130
	Estate Planning Events			\$1,000
	Public Service Announcements			\$0
			<b>Total</b>	<b>\$1,130</b>
<b>Digital Marketing</b>				
	Blog (Unpaid Internship)			\$0
	SEO( Labor Costs)			\$2,520
			<b>Total</b>	<b>\$2,520</b>
<b>Public Relations</b>				
	Press Releases			\$400
	Student Ambassador (Unpaid Internship)			\$0
			<b>Total</b>	<b>\$400</b>
<b>Community Relations</b>				
	GVLt at Bridger Brewing			\$300
	Partner with Students			\$100
			<b>Total</b>	<b>\$400</b>
			<b>Grand Total =</b>	<b>\$43,340</b>

## Appendix E Bridger Mountain Budget

<b>Budget 2</b>			
<b>Direct Marketing</b>			
	Birthday Cards (4,819 Donors)		\$4,000
	Direct Mail (7,777 Invitations)		\$9,000
	Email Marketing (45.50*Labor)		\$1,251
		<b>Total</b>	<b>\$14,251</b>
<b>Print Advertising</b>			
	Newspaper Ads		\$630.50
	Magazine Ads		\$545
	Opinion Editorials		\$100
		<b>Total</b>	<b>\$1,275.50</b>
<b>Online Presence/ Advertisements</b>			
	Social Content		\$1,305
	Email Design		\$445
	Facebook Ads		\$100
		<b>Total</b>	<b>\$1,850</b>
<b>Event Marketing</b>			
	Partner with Law Firm		\$1,900
	Trail Maintenance		\$1,500
	Marathon Sponsor		\$460
		<b>Total</b>	<b>\$3,860</b>
<b>Outdoor Advertisements</b>			
	On Trails		\$800
	Downtown Bozeman Banner		\$3,000
	Poster Boards		\$360
		<b>Total</b>	<b>\$4,160</b>
<b>Sponsorship</b>			
	Trail Run		\$2,500
	Resaurant Partnership		\$0
		<b>Total</b>	<b>\$2,500</b>
<b>Investor Relations</b>			
	Christmas Ornaments		\$2,500
	Donor of the Month		\$64
	BBQ		\$1,000
		<b>Total</b>	<b>\$3,564</b>
<b>Community Relations</b>			
	Trail Maintenance Day		\$300
	Parade of Lands		\$2,250
	Bingo at Senior Homes		\$550
		<b>Total</b>	<b>\$3,100</b>
<b>Education</b>			
	Educational Pamphlets		\$130
	Estate Planning Events		\$750
	Public Service Announcements		\$0
		<b>Total</b>	<b>\$880</b>
<b>Digital Marketing</b>			
	Blog		\$0
	SEO		\$2,035
		<b>Total</b>	<b>\$2,035</b>
<b>Public Relations</b>			
	Opinion Editorials		\$0
	Press Releases		\$350
	Student Ambassador		\$0
		<b>Total</b>	<b>\$350</b>
<b>Community Relations</b>			
	GVLt at Bridger Brewing		\$300
	Partner with Students		\$100
		<b>Total</b>	<b>\$400</b>
		<b>Grand Total =</b>	<b>\$38,225</b>



Appendix F  
Pete's Hill Budget

<b>Budget 3</b>				
<b>Direct Marketing</b>				
	Birthday Cards (4,000 Donors)			\$3,320
	Direct Mail (7,000 Invitations)			\$8,101
	Email Marketing (45.50*Labor)			\$1,000
			<b>Total</b>	<b>\$12,421</b>
<b>Print Advertising</b>				
	Newspaper Ads			\$630.50
	Magazine Ads			\$545
	Opinion Editorials			\$50
			<b>Total</b>	<b>\$1,225.50</b>
<b>Online Presence/ Advertisements</b>				
	Social Content			\$1,000
	Email Design			\$400
	Facebook Ads			\$0
			<b>Total</b>	<b>\$1,400</b>
<b>Event Marketing</b>				
	Partner with Law Firm			\$1,900
	Trail Maintenance			\$1,000
	Marathon Sponser			\$200
			<b>Total</b>	<b>\$3,100</b>
<b>Outdoor Advertisements</b>				
	On Trails			\$200
	Downtown Bozeman Banner			\$3,000
	Poster Boards			\$360
			<b>Total</b>	<b>\$3,560</b>
<b>Sponsorship</b>				
	Trail Run			\$2,000
	Resaurant Partnership			\$0
			<b>Total</b>	<b>\$2,000</b>
<b>Investor Relations</b>				
	Christmas Ornaments			\$2,000
	Donor of the Month			\$64
	BBQ			\$500
			<b>Total</b>	<b>\$2,564</b>
<b>Community Relations</b>				
	Trail Maintenance Day			\$300
	Parade of Lands			\$2,250
	Bingo at Senior Homes			\$550
			<b>Total</b>	<b>\$3,100</b>
<b>Education</b>				
	Educational Pamphlets			\$130
	Estate Planning Events			\$750
	Public Service Announcements			\$0
			<b>Total</b>	<b>\$880</b>
<b>Digital Marketing</b>				
	Blog			\$0
	SEO			\$1,000
			<b>Total</b>	<b>\$1,000</b>
<b>Public Relations</b>				
	Opinion Editorials			\$0
	Press Releases			\$350
	Student Ambassador			\$0
			<b>Total</b>	<b>\$350</b>
<b>Community Relations</b>				
	GVLТ at Bridger Brewing			\$300
	Partner with Students			\$100
			<b>Total</b>	<b>\$400</b>
			<b>Grand Total =</b>	<b>\$32,000</b>

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