



Grant Details

80683 - FY20 Region/CVB Marketing Plan

86689 - FY20 Whitefish CVB Marketing Plan

DOC Office of Tourism

Grant Title: FY20 Whitefish CVB Marketing Plan
Grant Number: 20-51-024
Grant Status: Underway

Comments:
Applicant Organization: Whitefish Convention and Visitors Bureau, Inc.

Grantee Contact: Dylan Boyle
Award Year: 2019

Program Area: DOC Office of Tourism

Amounts:

Contract Dates:	Contract Sent	Contract Received	Contract Executed
Project Dates:	06/13/2019 Proposal Date	07/01/2019 Project Start	06/30/2020 Project End

Grant Administrator: Barb Sanem
Contract Number: 20-51-024
Award Year: 2019

Contract Dates

Contract Sent	Contract Received	Contract Executed	Contract Legal
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Project Dates 07/01/2019
06/30/2020

Project Start Project End

Comments

Amendment Comments

Community & Brand Support

Describe your destination (who you are, who you wish to attract and why would they come) addressing your strengths, opportunities, and potential challenges. How does your destination align with Montana's brand pillars?

The purpose of the Explore Whitefish Marketing Plan is to sustainably grow the economy of Whitefish by emphasizing its desirability as a travel and recreation destination to non-resident visitors who appreciate and respect the character of the place. We recognize the strain that increased summer visitation places upon our town. As such, Explore Whitefish supports business strategies that emphasize economic and social benefits to our community while maintaining the integrity of place and quality of life of local residents. Our mission is to build a high level of awareness and intent to travel by developing support for Whitefish as a premier year-round mountain town. This includes increasing the occupancy for lodging facilities in Whitefish during lower occupancy times of the year. Established by the City of Whitefish, Explore Whitefish is the officially designated organization charged with tourism promotion and marketing of Whitefish. The organization also provides critical support for visitor information services, travel infrastructure development, market research, and public relations.

Whitefish, Montana is an authentic mountain town located in the northern Rockies, home to some of the world's most beautiful mountains and spectacular, unspoiled nature. Just 25 miles from Glacier National Park, Whitefish offers close access to the hanging valleys and emerald peaks of this UNESCO World Heritage Site. The majority of our visitors come during the summer months of late June, July, August and early September. This seasonality presents problems for the many small businesses dependent upon non-resident travelers. As a result, we spend a large majority of our marketing budget on promoting the winter and shoulder seasons. The influx of 3 million Glacier National Park visitors annually allows Whitefish to offer excellent dining, expansive lodging options, and exceptional recreational opportunities. Having a viable, robust downtown is very attractive to our visitors. We are also home to Whitefish Mountain Resort, offering 3,000 acres of great skiing, abundant snow and incredible views of Glacier National Park as well as world class mountain biking in the summer months.

Whitefish aligns perfectly with the Montana Brand pillars:

- More spectacular unspoiled nature than anywhere else in the lower 48
- Vibrant and charming small towns that serve as gateways to our natural wonders
- Breathtaking experiences by day and relaxing hospitality at night

We utilize the Montana Brand pillars in unison to create a cohesive and encompassing message. In our ads and collateral, we serve up beautiful high resolution photos of the scenic beauty and incredible nature that surrounds us. Photos of our iconic downtown are an important part of our collateral. Visitors are very attracted to our downtown and it is a primary economic driver for the town. In addition, we try to counter the preconceived notions that Montana is remote and does not have adequate facilities by showcasing the beautiful lodging and incredible dining that can be found here. Exhilaration by day and comfort by night truly defines us.

Whitefish Mountain Resort is our most important marketing partner. In summer, if the town does well, the ski resort gets the lodging overflow. In winter, if the ski resort does well, the town benefits. The addition of enhanced on-mountain activities at the resort has increased their summer and early fall offerings and has also resulted in international recognition as a mountain biking destination.

STRENGTHS

- Whitefish aligns perfectly with the three Montana Brand pillars
 - More spectacular unspoiled nature than anywhere else in the lower 48
 - Vibrant and charming small towns that serve as gateways to our natural wonders
 - Breathtaking experiences by day and relaxing hospitality at night
- Proximity to Glacier National Park — National travel forecasts have predicted an increase in travelers expressing an interest in visiting sites managed by the National Park Service. In addition, the significant name recognition that Glacier National Park holds among North American and international travelers provides an advantage to “putting Whitefish on the map” for potential visitors. According to the National Park Service, visitors to Glacier National Park spent an estimated \$275 million in local gateway communities during 2017. An estimated \$89.7 million of those dollars were spent on lodging, comprising the highest percentage of expenditure at 33% of the total expenditures. Visitors spent an estimated \$50.4 million on restaurants, comprising the second highest percentage of expenditures at 18% of the total expenditures. Visitation to Glacier National Park continues to be very strong with approximately 2.9 million visitors in 2018. Although this is a 10% decrease from 2017, it is still the second busiest year on record. Increased visitation provides us with the opportunity to highlight the many visitor experiences available outside of Glacier National Park, particularly in Whitefish.
- Downtown Whitefish and the alluring character of the town’s built structures — Research indicates that visitors are attracted to the character and scale of Whitefish, especially the town’s Central Avenue district. These are attributes that form the foundation of the town’s appeal to visitors who stay in, or around the community, eat at the town’s various restaurants, and shop at local stores. Additional amenities such as pedestrian friendly sidewalks, miles of trails and ability to see the night’s sky all add to the Whitefish character.
- Access to recreational activities — A wide variety of recreational opportunities in and around Whitefish is a major draw for visitors. These include Whitefish Mountain Resort, the Whitefish Trail, Whitefish Lake Golf Club, Whitefish Lake, and the Whitefish River, as well as the trails, rivers and scenic roadways in and around Glacier National Park.

CHALLENGES

- Limited Transportation Infrastructure — Public transportation options and visitor infrastructure services in and around Whitefish and Glacier National Park are fewer than those provided at competitor destinations.
- Uncertain Weather — During some years, low snow levels in the winter hamper winter visitation and spending while summer fire seasons affect willingness for visitors to travel in summer and fall.
- Market Perception — Research performed by the Montana Office of Tourism and Business Development in key destination markets reveals that Montana is perceived to offer lower quality amenities and services to visitors. While Montanans are perceived as being friendly, it should be distinguished that this friendliness does not automatically translate into a guest’s perception of a high level of service.
- Lack of Competitive Pricing for Air Access and Limited Seats — When compared to mountain communities with which Whitefish competes for destination visitors, airline seats to Glacier Park International Airport are limited, with fewer flights, limited markets and are priced higher. Within the state, deboardings at Glacier Park International Airport (305,326 in 2018) accounted for 14% of the total deboardings in the state, trailing Missoula (19%), Billings (20%), and Bozeman (31% - See Appendix). Deboardings at Glacier Park International Airport have been rapidly increasing, with 2018 deboardings showing a 13% increase from 2017, indicating that Glacier Park International Airport is one of the fastest growing airports in the state. Also, the work of Glacier AERO on new and expanded air service continue to yield increases in seat capacity year over year.
- Highly Seasonal Visitation Patterns — Visitation patterns to Whitefish are highly seasonal with the majority of visitation occurring during the high demand months of July and August. This seasonality impacts the operating effectiveness of Whitefish businesses that must accommodate these aforementioned demand swings.
- The Going-to-the-Sun Road — The Whitefish summer tourism season is directly tied to the opening and closing dates for automobiles on the alpine section of the Going-to-the-Sun Road in Glacier National Park.
- Gasoline Prices — The fluctuation of gas prices affects willingness to travel to Whitefish in two ways. Lower gas prices have the ability to spur domestic travel as the cost of driving or flying becomes less expensive. Conversely, the Canadian dollar is a commodity based

currency and the exchange rate can fluctuate based upon higher or lower gas prices. As a major producer of oil, lower gas prices often mean a less advantageous exchange rate for Alberta visitors.

- International Travel — The strength of the U.S. dollar in addition to the uncertain political climate related to international travel to the U.S. has the potential to result in a decrease of international travelers.

Describe your destination.

THE TRAVEL DECISION FUNNEL: INSPIRATION, ORIENTATION, FACILITATION

The overall vision for Whitefish is to have integrated communication throughout the travel planning funnel.

Inspiration. At the highest levels of communication, Explore Whitefish leverages the Montana branding guidelines in its selection of imagery and development of creative content, while applying its own Whitefish spin on things. We want to foster an emotional connection with this combination of imagery and creative content so that the viewer will move forward with the primary call to action, which is to visit ExploreWhitefish.com.

Orientation. Orientation to new opportunities is administered through interactive maps within the Explore Whitefish website, as well as companion maps within the Travel Guide and a printed town map available for visitors at kiosks and visitor centers. All maps have a consistent look between them. Depending on the method of communication, the location of Whitefish within the state, or its proximity to other points of interest in the region is detailed.

Facilitation. Facilitation (connecting users with stakeholder businesses) is achieved by empowering individual businesses with the capacity to create and maintain business information, specials, packages, video and events that are displayed at ExploreWhitefish.com. The travel guide and locator maps are made available at local visitor information kiosks, visitor information centers and business locations throughout the town.

Optional: Include attachments here [Whitefish Marketing PlanFY20_Executive Summary.pdf](#)

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

KEY MARKETS FOR WHITEFISH, MONTANA

Our potential visitors are targeted by geographic location, demographic characteristics, and values that distinguish our overall potential visitor as a “high potential visitor” (as defined by research conducted by Destination Analysts) and our niche visitor as a “geotraveler” (as defined by research conducted by ITRR, the Travel Industry Association of America (TIA) and the National Geographic Society). The following section provides information on the distinguishing characteristics of potential visitors defined by MOTBD along with the core geographic markets for Whitefish.

HIGH POTENTIAL VISITORS FOR MONTANA

Recently, the Montana Office of Tourism and Business Development (MOTBD) engaged in a destination brand research study with Destination Analysts in which the characteristics of the most desirable visitors to Montana were defined. The “High Potential Visitor” profile aligns with the demographics and psychographics of the geotraveler that Explore Whitefish has been marketing to and has had significant success.

MONTANA’S HIGH POTENTIAL VISITOR CHARACTERISTICS

Source: Destination Analysts, Montana Destination Brand Research, 2016

- 60% have HHI (Household Income) above \$80,000
- 54% Male, 46% Female
- 68% have college degrees or above
- Average age: 36.4 years old
- Expected Days Spent in Montana: 8.1
- Expected Total Expenditures in Montana: \$1,887
- Frequent travelers who live in urban areas yet are outdoor-oriented travelers and heavy consumers of recreational activities

WHITEFISH NICHE VISITOR: GEOTRAVELERS

Geotourism is defined as tourism that sustains or enhances the geographic character of the place being visited including its environment, culture, heritage, landmarks and the well-being of its residents. According to the ITRR study, “Statewide Vacationers to Montana: Are They

Geotravelers," the strong geotraveler spent the most money per day while traveling in Montana (\$141.79) followed by the moderate geotraveler (\$134.10) and the non geotraveler vacationer spent (\$133.27). Visitors who agreed with the principles of geotourism spend more money per day while traveling in Montana than non- geotravelers. A 2016 ITRR Study, "The Importance of Traveler Spending on Locally Produced Goods & Services," further examined geotraveler spending. The results of this study showed that visitor groups who purchased "Made in Montana" products, items from local farmers' markets, and who used local guides and outfitters spent \$184.76 more per stay than visitors who did not purchase these products and services.

Geotravelers are low impact, high value visitors who appreciate the unique characteristics and natural values of the places they visit. They place a high value on authentic travel experiences that respect and support the local character of place and its environment, and are less likely to become discouraged in their travel experiences by travel distances, difficulties and variable weather, especially during the shoulder seasons.

Values – Creative, curious, connected, engaged, adventurous, independent, mindful.

Source: *Geotraveler Exploratory, Alexis Sanford, 2008.*

Attitudes – Immerse yourself in the culture, go off the beaten trail, get out of your comfort zone, allow for spontaneity, take a risk, pay attention, go now.

Source: *Geotraveler Exploratory, Alexis Sanford, 2008.*

- A segment of the U.S. total travel market estimated to include over 55 million people.
- They seek authenticity in travel experiences.
- They seek out opportunities to experience businesses and activities that are locally unique.
- Travel is an important part of their "lifestyle" and they often combine learning with travel.
- They spent a disproportionate amount of their income on travel compared to other travelers.
- They are more likely to be aware of their own impact, both environmental and community, on the places they are visiting.

NON-RESIDENT WHITEFISH VISITOR CHARACTERISTICS

Source: *2018 ITRR Non-Resident Visitor Study*

- 89% visited Glacier National Park
- 62% traveled as a pair (2 persons)
- Average group size was 2.2
- 77% have HHI (Household Income) above \$75,000
- 51% Male, 49% Female
- 17% were first time visitors
- Average age of visitor was 56 years old
- Average length of stay in Montana was 6.42 nights (up from 5.91 nights in 2017)

NON-RESIDENT WHITEFISH VISITOR AGE GROUPS REPRESENTED

Source: *2018 ITRR Non-Resident Visitor Study. The total response percentage exceeds 100% because the question allowed for multiple choices thus the total number of answer choices selected were greater than the number of respondents*

- 23% Under 18 years old
- 2% 18-24 years old
- 16% 25-34 years old
- 15% 35-44 years old
- 16% 45-54 years old
- 41% 55-64 years old
- 40% 65-74 years old
- 5% 75 and older

TOP FIVE NON-RESIDENT VISITORS TO WHITEFISH ACTIVITIES WHILE IN MONTANA

Source: *2018 ITRR Non-Resident Visitor Study*

- 56% Scenic driving
- 56% Day hiking
- 43% Recreational shopping

- 29% Wildlife watching
- 28% Visit local brewery
- 28% Nature photography

WHERE NON-RESIDENT VISITORS TO WHITEFISH PRIMARILY COME FROM

Source: 2018 ITRR Non-Resident Visitor Study

- 11% Washington (6% in 2017)
- 9% Alberta (7% in 2017)
- 7% Florida (3% in 2017)
- 6% Wisconsin (4% in 2017)
- 6% Colorado (10% in 2017)
- 6% California (10% in 2017)
- 55% Everywhere else in the U.S. and the world (without any regular pattern)

WHITEFISH NON-RESIDENT DOMESTIC VISITOR EXPENDITURES

Source: VisaVue and other sources

- 16% California (15% in 2017)
- 13% Washington (13% in 2017)
- 6% Texas (6% in 2017)
- 4% Colorado (4% in 2017)
- 4% Oregon (5% in 2017)

WHITEFISH NON-RESIDENT INTERNATIONAL VISITOR EXPENDITURES

Source: VisaVue and other sources

- 92% Canada (93% in 2017)
- 2% United Kingdom (2% in 2017)
- 2% Australia (2% in 2017)
- 1% Germany (1% in 2017)
- 0.5% France (0.2% in 2017)

b. What are your emerging markets?

CORE GEOGRAPHIC MARKETS FOR FOCUS

Explore Whitefish will focus its attention during this fiscal period on low impact, high value potential visitors who match the geotraveler profile in the following geographic markets. It is possible that opportunities will arise in additional markets in partnership with other tourism organizations, such as the Montana Office of Tourism and Business Development. In these instances, Explore Whitefish may extend its efforts beyond these core focus markets.

- Seattle, Washington (Puget Sound Area) – Seattle and the Puget Sound area have been historically strong markets for Whitefish. The existence of the Amtrak train route has made this connection logical, as well as daily direct flights. Explore Whitefish invests in print, digital, and out of home campaigns in this market as well as actively cooperating with Whitefish Mountain Resort (WMR) on multi-channel marketing campaigns. During 2018, approximately 11% of visitors surveyed who spent at least one night in Whitefish originated in the state of Washington.
- Portland, Oregon – The existence of the Amtrak train route has made this connection logical, as well as seasonal direct flights and short connecting flights the rest of the year. Explore Whitefish invests in print, digital, and out of home campaigns in this market as well as actively cooperating with Whitefish Mountain Resort (WMR) on multi-channel marketing campaigns. During 2018, approximately 2% of visitors surveyed who spent at least one night in Whitefish originated in the state of Oregon.
- Chicagoland (Chicago core and northern suburbs to Madison, Wisconsin) – During FY19, Explore Whitefish engaged in its fifth consecutive comprehensive cooperative marketing campaign with Whitefish Mountain Resort in the Chicago market with many years of assistance of MOTBD. There is currently a weekly winter seasonal direct flight from Chicago O'Hare (ORD) to Glacier Park International Airport (GPIA). Daily direct flights were also added during the 2017/2018 holiday season which did not exist in past years. A significant expansion of seats for summer service was also added in 2017 as well as multiple carriers now flying this route daily direct seasonally.

During 2018, approximately 1% of visitors surveyed who spent at least one night in Whitefish originated in the state of Illinois.

- Minneapolis, Minnesota – This has been a historically strong market for Whitefish in terms of visitation and ease of travel due to daily direct flights and Amtrak service. During FY20, Explore Whitefish will increase investment in this market in order to continue building awareness of Whitefish as a premier travel destination. During 2018, approximately 3% of visitors surveyed who spent at least one night in Whitefish originated in the state of Minnesota.
- California (San Francisco/Oakland & Los Angeles) – Although California consistently ranks as a top market of visitors to Whitefish, the addition of enhanced direct air service has made California a core geographic market for Explore Whitefish. Daily direct service during the summer of 2017 was added for San Francisco and daily direct seasonal service for Los Angeles began in the spring of 2018. In 2019, multiple carriers will be flying to Los Angeles with seasonal daily direct flights. During 2018, approximately 6% of visitors surveyed who spent at least one night in Whitefish originated in the state of California.
- Regional Drive-To (including Spokane, Coeur D'Alene, British Columbia) – Explore Whitefish invests in regional drive-to markets as these potential visitors have the ability to travel on short notice, particularly during the shoulder seasons. Although the amount of investment is significantly smaller than the aforementioned core geographic markets, we believe it is important to continue to raise awareness and intent to travel in these regional drive-to markets.

ESTABLISHED GEOGRAPHIC MARKET

Explore Whitefish has identified the following established geographic market due to current and historic visitation numbers, as well as historical investment in marketing. Although this market is very important from a visitation perspective, Explore Whitefish is currently choosing to invest in the core geographic markets identified above as having the largest potential for growth.

Alberta – Alberta has been a historically strong market for Whitefish. Awareness of Whitefish as a premier travel destination has been well established and the fluctuations in currency exchange play the single biggest factor in increased or decreased visitation and expenditures to Whitefish. During 2018, approximately 9% of visitors surveyed who spent at least one night in Whitefish originated in the province of Alberta. In 2017, this number was 7%.

Optional: Include attachments here.

c. What research supports your target marketing?

We utilize many sources for our research that validates our marketing plan. The non-resident data collected by the Institute for Tourism and Recreation Research (ITRR) at the University of Montana is an invaluable tool for determining where our customers come from, what they do, how much they spend, what they like and do not like. We also use data from the US Travel Association (USTA) for broad industry indicators as well as Smith Travel Research and VisaVue for data on lodging occupancy and visitor expenditures. In addition, the information provided by the Montana Office of Tourism and Business Development (MOTBD) regarding the effectiveness of campaigns, ad awareness, likelihood to travel, etc. also determines the co-op advertising opportunities in which we participate.

MARKETING PLAN GOALS

- Support the brand identity and presence of Whitefish, Montana in the marketplace as a destination for active experience-seeking travelers.
- Encourage destination visitation from the core geographic markets.
- Aggressively showcase varied winter vacation experiences in and around Whitefish and Glacier National Park.
- Position special events messaging to enhance visitation during the "Secret Season" of May-June, and the "Summer Plus" season of September-October.
- Position Whitefish as the basecamp for Glacier National Park visitors with the natural, cultural, and culinary assets of Whitefish.
- Improve "Secret Season" visitation by promoting bicycling, wildlife viewing, birding, fly fishing, golf, non-motorized water sports, horseback riding, performing arts, culinary experiences, and community events.
- Improve "Summer Plus" visitation by promoting fall foliage, wildlife viewing, hiking, birding, golf, fly fishing, bicycling, non-motorized water sports, horseback riding, performing arts, culinary experiences, and community events.
- Stimulate the publication of feature stories in national and regional publications, digital media, and broadcast media.
- Encourage corporate retreats and improve meeting and convention market with emphasis in shoulder seasons.
- Expand the pursuit of new airline markets to improve access, ease, and affordability of travel.
- Collaborate with regional and state tourism partners, including Glacier National Park, to develop and build out support for shoulder season visitation.
- Assist in the implementation of a Whitefish Tourism Master Plan in conjunction with the City of Whitefish.

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

MOTBD COOPERATIVE MARKETING

Explore Whitefish has actively participated in the past and anticipates participating in the future in a variety of cooperative marketing programs with the Montana Office of Tourism and Business Development (MOTBD). Explore Whitefish participation in MOTBD marketing programs in the past have primarily centered around spring, fall, or winter campaigns. Winter MOTBD cooperative campaigns that focused on the destination ski market have been of particular interest to Explore Whitefish. Spring and autumn cooperative campaigns that are focused on the active outdoors traveler within our core geographic markets have also been of particular interest. Without the lead of MOTBD and their financial assistance, Explore Whitefish would be unable to make a significant impact in these markets. In FY20, Explore Whitefish will consider cooperative opportunities and research cooperative opportunities which align with our budget, timing, and marketing goals.

Optional: Include attachment here.

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

OTHER COOPERATIVE MARKETING EFFORTS

Explore Whitefish actively cooperates with Whitefish Mountain Resort (WMR) on multi-channel marketing campaigns in key target markets including Seattle, Portland, and Chicago. Explore Whitefish also cooperates locally with Glacier AERO (Airline Enhancement and Retention Outreach), WMR, and Discover Kalispell to promote inbound travel on new and expanded air service to Glacier Park International Airport.

Explore Whitefish partners with Glacier Country Regional Tourism including cooperative media events, special events, press trips, FAM trips, and groups marketing.

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

PAST COOPERATIVE MARKETING EFFORTS (SUCCESSFUL AND NOT SUCCESSFUL, WHY?)

Explore Whitefish has engaged in many cooperative marketing initiatives with the Montana Office of Tourism and Business Development in the past. We have made adjustments to future participation based on previous tracking and we have found the most success in MOTBD cooperative efforts that are aligned with our primary seasonal and geographic targets.

Optional: Include attachments here.

Optional: Include attachments here.

Optional: Include attachment here:

Marketing Segment, Method & Budget

Marketing Segment	Marketing Method	Describe your method.	Provide supporting research/statistics.	How do you plan to measure success?	Provide a brief rationale for this method.	Estimated budget for method.	Marketing Method Evaluation	Add'l Atchmnt
		We advertise in publications within our target markets with alignment to the geotraveler and other demographic profiles that have been outlined for						

Whitefish. In FY20, this method comprises 10% of our consumer advertising budget.

Our consumer advertising is based around visitation in our shoulder seasons and our strategy is broken out into the following three categories: Summer Plus, Winter, and Secret Season. The consumer advertising budget for each strategy is allocated to the seasonal media

Summer Plus

PSYCHOGRAPHICS

Travelers seeking active experiences such as scenic driving, wildlife viewing, hiking, birding, golf, fly-fishing, bicycling, non-motorized water sports, horseback riding, paddling, and hiking. Cultural and culinary experiences such as dining, shopping at local shops, attending performing arts, and community events are also considered primary autumn activities for Whitefish. This includes traveling to Whitefish primarily for the purpose of relaxing, strolling the streets and shops and trying out great dining and nightlife options.

GEOGRAPHIC AUDIENCE

Seattle, Portland, Chicagoland, Minneapolis, California, Regional Drive-To

Winter

DEMOGRAPHICS

For the 2017/2018 season, the National Ski Areas Association (NSAA) estimated that there were 9.2 million domestic active skiers or snowboarders (NSAA 2018 U.S. Snowsports Participants Report). Since we are targeting a small percentage of the domestic population, and particularly those active participants with household incomes of \$75,000 or greater, we can most efficiently reach this target through niche channels.

WHITEFISH MOUNTAIN RESORT OVERNIGHT VISITOR CHARACTERISTICS

Source: 2017/18 Whitefish Mountain Resort End of Season Report

- 74% have HHI (Household Income) above \$75,000
- 36% were first time

Summer Plus & Secret Season

SUPPORTING RESEARCH & STATISTICS

Not all visitors are alike. The same is true of their economic impact.

Summer Plus

SUCCESS INDICATORS

- Resort Tax Collections for 3rd and 4th quarters (September - October)
- Lodging Tax Collections for 3rd and 4th quarters (September - October)
- Lodging Occupancy Report for 3rd and 4th quarters (September - October)
- Glacier National Park Recreational Visits (September - October)

DIGITAL ADVERTISING SUCCESS

Summer Plus

Occupancy history in Whitefish shows that during the period of late June through August the town is at its busiest. From late August into early September, occupancy levels are still strong, but begin to wane. The objective is to extend the peak summer season and grow occupancy and business levels in the autumn for the time period of September to the end of October. The approach for this time period is to develop and communicate narratives for adventures, activities, fall events, and specific reasons for visiting Whitefish during this time period that cannot be experienced if Whitefish were visited during another time of year. As we continue to position Whitefish as the basecamp

<p>Consumer</p>	<p>Print Advertising</p>	<p>overnight visitors (down from 37% the previous year)</p> <ul style="list-style-type: none"> 64% were repeat overnight visitors (up from 63% the previous year) Average age was 44.9 years old 36% of overnight visitors used air travel (up from 30% the previous year) Average number of nights on trip: 5.3 nights (down from 5.4 the previous year) Average number of days skied/snowboarded 3.9 days (up from 3.8 days the previous year) 45% stayed at accommodations in town while 38% stayed at the mountain <p>WHITEFISH MOUNTAIN RESORT OVERNIGHT VISITOR AGE GROUPS REPRESENTED</p> <p>Source: 2017/18 Whitefish Mountain Resort End of Season Report</p> <ul style="list-style-type: none"> 2% Under 18 years old 9% 18-24 years old 17% 25-34 years old 24% 35-44 years old 17% 45-54 years old 18% 55-64 years old 10% 65-74 years old 3% 75 and older <p>WHITEFISH MOUNTAIN RESORT LOCATION OF ORIGIN OF OVERNIGHT VISITORS</p> <p>Source: 2017/18 Whitefish Mountain Resort</p> <ul style="list-style-type: none"> 14% Washington State 13% Alberta 8% Montana 6% Minnesota 6% Florida <p>PSYCHOGRAPHICS</p> <p>We apply largely our overall traveler profile to</p>	<p>Research by ITRR indicates that nonresidents who travel to the state via air spend more money per day and stay longer than the average nonresident traveler group.</p> <ul style="list-style-type: none"> Average Nonresident Travelers: The statewide average 2017 nonresident traveler group to Montana (2.23 people) spent an average of \$128.12 per day. With an average length of stay of 4.73 days, this equates to a total trip expenditure of approximately \$606. Fly-in Nonresident Travelers: The statewide average 2017 fly-in nonresident traveler group arriving in Montana (2.13 people) spends an average of \$213.30 per day. With an average length of stay of 6.92 days, this equates to a total trip expenditure of approximately \$1,476. Difference: \$870 in additional spending per fly-in statewide nonresident travel group. In addition, all 2017 nonresident traveler groups arriving at Glacier Park International Airport (2.44 people) stayed longer (7.62 days) long and outspent average statewide nonresident travelers by an estimated \$1,076 per trip (total trip expenditure of \$1,682). <p>Winter</p> <p>SUPPORTING RESEARCH & STATISTICS</p> <p>In FY19, Explore Whitefish engaged in its fifth consecutive comprehensive cooperative marketing campaign with Whitefish Mountain Resort in the Chicago market with the assistance of MOTBD. This campaign continues to focus on the Whitefish</p>	<p>MEASURES</p> <ul style="list-style-type: none"> Ad click through rates Ad cost per click <p>Winter</p> <p>SUCCESS INDICATORS</p> <ul style="list-style-type: none"> Resort Tax Collections for 4th and 1st quarters (December – April) Lodging Tax Collections for 4th and 1st quarters (December – April) Lodging Occupancy Report for 4th and 1st quarters (December – April) Whitefish Mountain Resort Skier Visits (December – April) <p>DIGITAL ADVERTISING SUCCESS MEASURES</p> <ul style="list-style-type: none"> Ad click through rates Ad cost per click <p>Secret Season</p> <p>SUCCESS INDICATORS</p> <ul style="list-style-type: none"> Resort Tax Collections for 2nd quarter (May - June) Lodging Tax Collections for 2nd quarter (May - June) Lodging Occupancy Report for 2nd quarter (May - June) Glacier National Park Recreational Visits (May - June) <p>DIGITAL ADVERTISING</p>	<p>of Glacier National Park, the narrative will lead with fall experiences in Glacier National Park such as scenic driving, fall foliage, wildlife watching, and hiking. Explore Whitefish has allocated 20% of its overall consumer advertising budgets to Summer Plus marketing efforts.</p> <p>Winter</p> <p>Whitefish offers a world-class ski and snowboarding experience, including unique winter events, yet destination visitation to the town is still significantly lower than the summer season. As a result, Explore Whitefish has allocated 50% of its overall consumer advertising budget to winter ski marketing efforts. These efforts also seek to focus on the winter experiences in Glacier National Park, including sightseeing, snowshoeing, and nordic skiing. The perception that Glacier National Park is closed in the winter continues to be a challenge and our increased efforts to showcase these winter experiences will hopefully help to dispel this myth.</p> <p>Secret Season</p> <p>The objective is to begin the visitor season earlier and grow</p> <p>\$5,000.00</p>
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the ski market. Experiential preferences for authentic travel are more likely to appreciate and enjoy Whitefish and then return again in subsequent years. The top reasons for choosing Whitefish for a winter destination were cited as "experience of a prior winter visit" and "affordability compared to other results" and "snow conditions" and "family/friends have a place/live in the area" and "the Town of Whitefish" (Whitefish Mountain Resort 2017/18 End of Season Report). It is important that we acquire new, repeat customers, not simply attract one-time visitors who are not a good fit for the Whitefish experience and as a result will not likely return. The addition of marketing the aforementioned Glacier National Park winter experiences provide additional breathtaking experiences for a day off for skiers and snowboarders as well as those who do not alpine ski or snowboard.

GEOGRAPHIC AUDIENCE

Seattle, Portland, Chicagoland, Minneapolis, California, Regional Drive-To

Secret Season

DEMOGRAPHICS

The target audiences for this time period are those who do not have kids in school. This primarily means dual- income, no-kids and those 45 and older with HHI over \$75,000.

PSYCHOGRAPHICS

Travelers seeking active experiences such as bicycling, wildlife viewing, hiking, birding, golf, fly-fishing, non- motorized water sports, and horseback riding. Cultural and culinary experiences such as dining, shopping at local shops, attending performing arts, and community events are also considered primary spring activities for Whitefish. This includes traveling to Whitefish primarily for the purpose of relaxing, strolling the streets and shops and trying out great dining and nightlife options.

winter experience with a strong call to action to take the direct flight from Chicago O'Hare (ORD) to Glacier Park International Airport (GPIA). In addition daily direct service to Seattle and Minneapolis creates more opportunity for growth in these markets.

- SUCCESS MEASURES**
- Ad click through rates
 - Ad cost per click
- WEBSITE SUCCESS MEASURES**
- Clicks to book
 - Clicks to reserve (restaurant)
 - Clicks off to stakeholder websites
 - Newsletter sign-ups
 - Travel guide downloads
 - Traffic volume from targeted markets
 - Visitor quality measures
 - Bounce rate
 - Length of time spent on site
 - Number of pages viewed

occupancy and business levels in the spring and early summer for the time period of May and June. The approach for this time period is to develop and communicate narratives for adventures, activities and specific reasons for visiting Whitefish during these time periods that cannot be experienced if Whitefish were visited during another time of year. As we continue to position Whitefish as the basecamp of Glacier National Park, the narrative will lead with spring experiences in Glacier National Park such as biking or hiking the Going-To-The-Sun Road and wildlife watching. Explore Whitefish has allocated 30% of its overall consumer advertising budgets to spring and early summer marketing efforts.

		<p>GEOGRAPHIC AUDIENCE</p> <p>Seattle, Portland, Chicagoland, Minneapolis, California, Regional Drive-To</p>						
Consumer	Photo/Video Library	<p>Our consumer advertising is based around visitation in our shoulder seasons and our strategy is broken out into the following three categories: Summer Plus, Winter, and Secret Season. The consumer advertising budget for each strategy is allocated to the seasonal media buying plan.</p>	<p>Without high quality, compelling photo and video content, we could not successfully execute our advertising campaigns or social media strategy. Nor could we truly convey the Whitefish experience to visitors on our website, inspiring them to travel to Whitefish.</p>	<p>Although one hundred percent of the success of our online, print, and out-of-home campaigns cannot be attributed to the purchase of appropriate and vibrant photo and video content, this does play a significant role in our success. Therefore, we use the same measurements as we do for our online and print campaigns.</p>	<p>Compelling photo and video content are vital to the success of our online, print, and out-of-home campaigns, as well as our social media channels and our website. We utilize local photographers as much as possible because of their knowledge of our tourism products.</p>	\$5,000.00		
		<p>We advertise in publications within our target markets with alignment to the geotraveler and other demographic profiles that have been outlined for Whitefish. In FY20, this method comprises 10% of our consumer advertising budget.</p> <p>Our consumer advertising is based around visitation in our shoulder seasons and our strategy is broken out into the following three categories: Summer Plus, Winter, and Secret Season. The consumer advertising budget for each strategy is allocated to the seasonal media</p> <p>Summer Plus</p> <p>PSYCHOGRAPHICS</p> <p>Travelers seeking active experiences such as scenic driving, wildlife viewing, hiking, birding, golf, fly-fishing, bicycling, non-motorized water sports, horseback riding, paddling, and hiking. Cultural and culinary experiences such as dining, shopping at local shops, attending performing arts, and community events are also considered primary autumn activities for Whitefish. This includes traveling to Whitefish primarily for the purpose of relaxing, strolling the streets and shops and trying out great dining and nightlife options.</p> <p>GEOGRAPHIC AUDIENCE</p>			<p>Summer Plus</p> <p>Occupancy history in Whitefish shows that during the period of late June through August the town is at its busiest. From late August into early September, occupancy levels are still strong, but begin to wane. The objective is to</p>			

<p>Consumer</p>	<p>Online/Digital Advertising</p>	<p>Seattle, Portland, Chicagoland, Minneapolis, California, Regional Drive-To</p> <p>Winter</p> <p>DEMOGRAPHICS</p> <p>For the 2017/2018 season, the National Ski Areas Association (NSAA) estimated that there were 9.2 million domestic active skiers or snowboarders (NSAA 2018 U.S. Snowsports Participants Report). Since we are targeting a small percentage of the domestic population, and particularly those active participants with household incomes of \$75,000 or greater, we can most efficiently reach this target through niche channels.</p> <p>WHITEFISH MOUNTAIN RESORT OVERNIGHT VISITOR CHARACTERISTICS</p> <p>Source: 2017/18 Whitefish Mountain Resort End of Season Report</p> <ul style="list-style-type: none"> 74% have HHI (Household Income) above \$75,000 36% were first time overnight visitors (down from 37% the previous year) 64% were repeat overnight visitors (up from 63% the previous year) Average age was 44.9 years old 36% of overnight visitors used air travel (up from 30% the previous year) Average number of nights on trip: 5.3 nights (down from 5.4 the previous year) Average number of days skied/snowboarded 3.9 days (up from 3.8 days the previous year) 45% stayed at accommodations in town while 38% stayed at the mountain <p>WHITEFISH MOUNTAIN RESORT OVERNIGHT VISITOR AGE GROUPS REPRESENTED</p> <p>Source: 2017/18 Whitefish Mountain Resort End of Season Report</p> <ul style="list-style-type: none"> 2% Under 18 years old 9% 18-24 years old 17% 25-34 years old 	<p>Summer Plus & Secret Season</p> <p>SUPPORTING RESEARCH & STATISTICS</p> <p>Not all visitors are alike. The same is true of their economic impact. Research by ITRR indicates that nonresidents who travel to the state via air spend more money per day and stay longer than the average nonresident traveler group.</p> <ul style="list-style-type: none"> Average Nonresident Travelers: The statewide average 2017 nonresident traveler group to Montana (2.23 people) spent an average of \$128.12 per day. With an average length of stay of 4.73 days, this equates to a total trip expenditure of approximately \$606. Fly-in Nonresident Travelers: The statewide average 2017 fly-in nonresident traveler group arriving in Montana (2.13 people) spends an average of \$213.30 per day. With an average length of stay of 6.92 days, this equates to a total trip expenditure of approximately \$1,476. Difference: \$870 in additional spending per fly-in statewide nonresident 	<p>Summer Plus</p> <p>SUCCESS INDICATORS</p> <ul style="list-style-type: none"> Resort Tax Collections for 3rd and 4th quarters (September - October) Lodging Tax Collections for 3rd and 4th quarters (September - October) Lodging Occupancy Report for 3rd and 4th quarters (September - October) Glacier National Park Recreational Visits (September - October) <p>DIGITAL ADVERTISING SUCCESS MEASURES</p> <ul style="list-style-type: none"> Ad click through rates Ad cost per click <p>Winter</p> <p>SUCCESS INDICATORS</p> <ul style="list-style-type: none"> Resort Tax Collections for 4th and 1st quarters (December - April) Lodging Tax Collections for 4th and 1st quarters (December - April) Lodging Occupancy Report for 4th and 1st quarters (December - April) Whitefish Mountain Resort Skier Visits (December - April) <p>DIGITAL ADVERTISING SUCCESS MEASURES</p> <ul style="list-style-type: none"> Ad click through rates Ad cost per click 	<p>extend the peak summer season and grow occupancy and business levels in the autumn for the time period of September to the end of October. The approach for this time period is to develop and communicate narratives for adventures, activities, fall events, and specific reasons for visiting Whitefish during this time period that cannot be experienced if Whitefish were visited during another time of year. As we continue to position Whitefish as the basecamp of Glacier National Park, the narrative will lead with fall experiences in Glacier National Park such as scenic driving, fall foliage, wildlife watching, and hiking. Explore Whitefish has allocated 20% of its overall consumer advertising budgets to Summer Plus marketing efforts.</p> <p>Winter</p> <p>Whitefish offers a world-class ski and snowboarding experience, including unique winter events, yet destination visitation to the town is still significantly lower than the summer season. As a result, Explore Whitefish has allocated 50% of its overall consumer advertising budget to winter ski</p> <p>\$58,000.00</p>
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- 24% 35-44 years old
- 17% 45-54 years old
- 18% 55-64 years old
- 10% 65-74 years old
- 3% 75 and older

WHITEFISH MOUNTAIN RESORT LOCATION OF ORIGIN OF OVERNIGHT VISITORS

Source: 2017/18 Whitefish Mountain Resort

- 14% Washington State
- 13% Alberta
- 8% Montana
- 6% Minnesota
- 6% Florida

PSYCHOGRAPHICS

We apply largely our overall traveler profile to the ski market. Experiential preferences for authentic travel are more likely to appreciate and enjoy Whitefish and then return again in subsequent years. The top reasons for choosing Whitefish for a winter destination were cited as "experience of a prior winter visit" and "affordability compared

to other results" and "snow conditions" and "family/friends have a place/live in the area" and "the Town of Whitefish" (Whitefish Mountain Resort 2017/18 End of Season Report). It is important that we acquire new, repeat customers, not simply attract one-time visitors who are not a good fit for the Whitefish experience and as a result will not likely return. The addition of marketing the aforementioned Glacier National Park winter experiences provide additional breathtaking experiences for a day off for skiers and snowboarders as well as those who do not alpine ski or snowboard.

GEOGRAPHIC AUDIENCE

Seattle, Portland, Chicagoland, Minneapolis, California, Regional Drive-To

Secret Season

DEMOGRAPHICS

The target audiences for this time period are those who do not have kids in

travel group. In addition, all 2017 nonresident traveler groups arriving at Glacier Park International Airport (2.44 people) stayed longer (7.62 days) long and outspent average statewide nonresident travelers by an estimated \$1,076 per trip (total trip expenditure of \$1,682).

Winter

SUPPORTING RESEARCH & STATISTICS

In FY19, Explore Whitefish engaged in its fifth consecutive comprehensive cooperative marketing campaign with Whitefish Mountain Resort in the Chicago market with the assistance of MOTBD. This campaign continues to focus on the Whitefish winter experience with a strong call to action to take the direct flight from Chicago O'Hare (ORD) to Glacier Park International Airport (GPIA). In addition daily direct service to Seattle and Minneapolis creates more opportunity for growth in these markets.

Secret Season

SUCCESS INDICATORS

- Resort Tax Collections for 2nd quarter (May - June)
- Lodging Tax Collections for 2nd quarter (May - June)
- Lodging Occupancy Report for 2nd quarter (May - June)
- Glacier National Park Recreational Visits (May - June)

DIGITAL ADVERTISING SUCCESS MEASURES

- Ad click through rates
- Ad cost per click

All Seasons

WEBSITE SUCCESS MEASURES

- Clicks to book
- Clicks to reserve (restaurant)
- Clicks off to stakeholder websites
- Newsletter sign-ups
- Travel guide downloads
- Traffic volume from targeted markets
- Visitor quality measures
- Bounce rate
- Length of time spent on site
- Number of pages viewed

marketing efforts. These efforts also seek to focus on the winter experiences in Glacier National Park, including sightseeing, snowshoeing, and nordic skiing. The perception that Glacier National Park is closed in the winter continues to be a challenge and our increased efforts to showcase these winter experiences will hopefully help to dispel this myth.

Secret Season

The objective is to begin the visitor season earlier and grow occupancy and business levels in the spring and early summer for the time period of May and June. The approach for this time period is to develop and communicate narratives for adventures, activities and specific reasons for visiting Whitefish during these time periods that cannot be experienced if Whitefish were visited during another time of year. As we continue to position Whitefish as the basecamp of Glacier National Park, the narrative will lead with spring experiences in Glacier National Park such as biking or hiking the Going-To-The-Sun Road and wildlife watching. Explore Whitefish has allocated 30%

		<p>school. This primarily means dual- income, no-kids and those 45 and older with HHI over \$75,000.</p> <p>PSYCHOGRAPHICS</p> <p>Travelers seeking active experiences such as bicycling, wildlife viewing, hiking, birding, golf, fly-fishing, non- motorized water sports, and horseback riding. Cultural and culinary experiences such as dining, shopping at local shops, attending performing arts, and community events are also considered primary spring activities for Whitefish. This includes traveling to Whitefish primarily for the purpose of relaxing, strolling the streets and shops and trying out great dining and nightlife options.</p> <p>GEOGRAPHIC AUDIENCE</p> <p>Seattle, Portland, Chicagoland, Minneapolis, California, Regional Drive-To</p>			<p>of its overall consumer advertising budgets to spring and early summer marketing efforts.</p>			
		<p>We advertise in publications within our target markets with alignment to the geotraveler and other demographic profiles that have been outlined for Whitefish. In FY20, this method comprises 10% of our consumer advertising budget.</p> <p>Our consumer advertising is based around visitation in our shoulder seasons and our strategy is broken out into the following three categories: Summer Plus, Winter, and Secret Season. The consumer advertising budget for each strategy is allocated to the seasonal media</p> <p>Summer Plus</p> <p>PSYCHOGRAPHICS</p> <p>Travelers seeking active experiences such as scenic driving, wildlife viewing, hiking, birding, golf, fly-fishing, bicycling, non-motorized water sports, horseback riding, paddling, and hiking. Cultural and culinary experiences such as dining, shopping at local shops, attending performing arts, and community events are also considered primary autumn activities for Whitefish. This includes traveling to Whitefish primarily for the purpose of relaxing, strolling the streets and</p>			<p>Summer Plus</p> <p>Occupancy history in Whitefish shows that during the period of late June through August the town is at its busiest. From late August into early September, occupancy</p>			

shops and trying out great dining and nightlife options.

GEOGRAPHIC AUDIENCE

Seattle, Portland, Chicagoland, Minneapolis, California, Regional Drive-To

Winter

DEMOGRAPHICS

For the 2017/2018 season, the National Ski Areas Association (NSAA) estimated that there were 9.2 million domestic active skiers or snowboarders (NSAA 2018 U.S. Snowsports Participants Report). Since we are targeting a small percentage of the domestic population, and particularly those active participants with household incomes of \$75,000 or greater, we can most efficiently reach this target through niche channels.

WHITEFISH MOUNTAIN RESORT OVERNIGHT VISITOR CHARACTERISTICS

Source: 2017/18 Whitefish Mountain Resort End of Season Report

- 74% have HHI (Household Income) above \$75,000
- 36% were first time overnight visitors (down from 37% the previous year)
- 64% were repeat overnight visitors (up from 63% the previous year)
- Average age was 44.9 years old
- 36% of overnight visitors used air travel (up from 30% the previous year)
- Average number of nights on trip: 5.3 nights (down from 5.4 the previous year)
- Average number of days skied/snowboarded 3.9 days (up from 3.8 days the previous year)
- 45% stayed at accommodations in town while 38% stayed at the mountain

WHITEFISH MOUNTAIN RESORT OVERNIGHT VISITOR AGE GROUPS REPRESENTED

Source: 2017/18 Whitefish Mountain Resort End of

Summer Plus & Secret Season

SUPPORTING RESEARCH & STATISTICS

Not all visitors are alike. The same is true of their economic impact. Research by ITRR indicates that nonresidents who travel to the state via air spend more money per day and stay longer than the average nonresident traveler group.

- **Average Nonresident Travelers:** The statewide average 2017 nonresident traveler group to Montana (2.23 people) spent an average of \$128.12 per day. With an average length of stay of 4.73 days, this equates to a total trip expenditure of approximately \$606.
- **Fly-in Nonresident Travelers:** The statewide average 2017 fly-in nonresident traveler group arriving in Montana (2.13 people) spends an average of \$213.30 per day. With an average length of stay of 6.92 days, this equates to a total trip expenditure of approximately

Summer Plus

SUCCESS INDICATORS

- Resort Tax Collections for 3rd and 4th quarters (September - October)
- Lodging Tax Collections for 3rd and 4th quarters (September - October)
- Lodging Occupancy Report for 3rd and 4th quarters (September - October)
- Glacier National Park Recreational Visits (September - October)

DIGITAL ADVERTISING SUCCESS MEASURES

- Ad click through rates
- Ad cost per click

Winter

SUCCESS INDICATORS

- Resort Tax Collections for 4th and 1st quarters (December - April)
- Lodging Tax Collections for 4th and 1st quarters (December - April)
- Lodging Occupancy Report for 4th and 1st quarters (December - April)
- Whitefish Mountain Resort Skier Visits (December - April)

DIGITAL ADVERTISING SUCCESS MEASURES

levels are still strong, but begin to wane. The objective is to extend the peak summer season and grow occupancy and business levels in the autumn for the time period of September to the end of October. The approach for this time period is to develop and communicate narratives for adventures, activities, fall events, and specific reasons for visiting Whitefish during this time period that cannot be experienced if Whitefish were visited during another time of year. As we continue to position Whitefish as the basecamp of Glacier National Park, the narrative will lead with fall experiences in Glacier National Park such as scenic driving, fall foliage, wildlife watching, and hiking. Explore Whitefish has allocated 20% of its overall consumer advertising budgets to Summer Plus marketing efforts.

Winter

Whitefish offers a world-class ski and snowboarding experience, including unique winter events, yet destination visitation to the town is still significantly lower than the summer season. As a result, Explore Whitefish has

Billboards/Out-of-

<p>Consumer</p>	<p>Home</p>	<p>Season Report</p> <ul style="list-style-type: none"> 2% Under 18 years old 9% 18-24 years old 17% 25-34 years old 24% 35-44 years old 17% 45-54 years old 18% 55-64 years old 10% 65-74 years old 3% 75 and older <p>WHITEFISH MOUNTAIN RESORT LOCATION OF ORIGIN OF OVERNIGHT VISITORS</p> <p>Source: 2017/18 Whitefish Mountain Resort</p> <ul style="list-style-type: none"> 14% Washington State 13% Alberta 8% Montana 6% Minnesota 6% Florida <p>PSYCHOGRAPHICS</p> <p>We apply largely our overall traveler profile to the ski market. Experiential preferences for authentic travel are more likely to appreciate and enjoy Whitefish and then return again in subsequent years. The top reasons for choosing Whitefish for a winter destination were cited as "experience of a prior winter visit" and "affordability compared to other results" and "snow conditions" and "family/friends have a place/live in the area" and "the Town of Whitefish" (Whitefish Mountain Resort 2017/18 End of Season Report). It is important that we acquire new, repeat customers, not simply attract one-time visitors who are not a good fit for the Whitefish experience and as a result will not likely return. The addition of marketing the aforementioned Glacier National Park winter experiences provide additional breathtaking experiences for a day off for skiers and snowboarders as well as those who do not alpine ski or snowboard.</p> <p>GEOGRAPHIC AUDIENCE</p> <p>Seattle, Portland, Chicagoland, Minneapolis, California, Regional Drive-To</p>	<p>\$1,476.</p> <ul style="list-style-type: none"> Difference: \$870 in additional spending per fly-in statewide nonresident travel group. In addition, all 2017 nonresident traveler groups arriving at Glacier Park International Airport (2.44 people) stayed longer (7.62 days) long and outspent average statewide nonresident travelers by an estimated \$1,076 per trip (total trip expenditure of \$1,682). <p>Winter</p> <p>SUPPORTING RESEARCH & STATISTICS</p> <p>In FY19, Explore Whitefish engaged in its fifth consecutive comprehensive cooperative marketing campaign with Whitefish Mountain Resort in the Chicago market with the assistance of MOTBD. This campaign continues to focus on the Whitefish winter experience with a strong call to action to take the direct flight from Chicago O'Hare (ORD) to Glacier Park International Airport (GPIA). In addition daily direct service to Seattle and Minneapolis creates more opportunity for growth in these markets.</p>	<ul style="list-style-type: none"> Ad click through rates Ad cost per click <p>Secret Season</p> <p>SUCCESS INDICATORS</p> <ul style="list-style-type: none"> Resort Tax Collections for 2nd quarter (May - June) Lodging Tax Collections for 2nd quarter (May - June) Lodging Occupancy Report for 2nd quarter (May - June) Glacier National Park Recreational Visits (May - June) <p>DIGITAL ADVERTISING SUCCESS MEASURES</p> <ul style="list-style-type: none"> Ad click through rates Ad cost per click <p>All Seasons</p> <p>WEBSITE SUCCESS MEASURES</p> <ul style="list-style-type: none"> Clicks to book Clicks to reserve (restaurant) Clicks off to stakeholder websites Newsletter sign-ups Travel guide downloads Traffic volume from targeted markets Visitor quality measures Bounce rate Length of time spent on site Number of pages viewed 	<p>allocated 50% of its overall consumer advertising budget to winter ski marketing efforts. These efforts also seek to focus on the winter experiences in Glacier National Park, including sightseeing, snowshoeing, and nordic skiing. The perception that Glacier National Park is closed in the winter continues to be a challenge and our increased efforts to showcase these winter experiences will hopefully help to dispel this myth.</p> <p>Secret Season</p> <p>The objective is to begin the visitor season earlier and grow occupancy and business levels in the spring and early summer for the time period of May and June. The approach for this time period is to develop and communicate narratives for adventures, activities and specific reasons for visiting Whitefish during these time periods that cannot be experienced if Whitefish were visited during another time of year. As we continue to position Whitefish as the basecamp of Glacier National Park, the narrative will lead with spring experiences in Glacier National Park such as biking or hiking the Going-To-The-Sun</p>	<p>\$40,000.00</p>
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		<p>Secret Season</p> <p>DEMOGRAPHICS</p> <p>The target audiences for this time period are those who do not have kids in school. This primarily means dual- income, no-kids and those 45 and older with HHI over \$75,000.</p> <p>PSYCHOGRAPHICS</p> <p>Travelers seeking active experiences such as bicycling, wildlife viewing, hiking, birding, golf, fly-fishing, non- motorized water sports, and horseback riding. Cultural and culinary experiences such as dining, shopping at local shops, attending performing arts, and community events are also considered primary spring activities for Whitefish. This includes traveling to Whitefish primarily for the purpose of relaxing, strolling the streets and shops and trying out great dining and nightlife options.</p> <p>GEOGRAPHIC AUDIENCE</p> <p>Seattle, Portland, Chicagoland, Minneapolis, California, Regional Drive-To</p>			Road and wildlife watching. Explore Whitefish has allocated 30% of its overall consumer advertising budgets to spring and early summer marketing efforts.			
Marketing Support	Administration	<p>First and foremost, we require administrative support for staff and business expenses. Previously, we have used these public funds to pay for insurance, office rent, and a portion of director wages.</p>	<p>Administrative support is essential to effectively and strategically operating the organization and ensuring the most efficient use of the budget.</p>	<p>Successful execution of the FY20 Marketing requires administrative support.</p>	<p>In order for Explore Whitefish to effectively and strategically operate, the organization has set aside a budget to support the marketing efforts of the organization.</p>	\$0.00		
Marketing Support	Marketing/Publicity Personnel	<p>This position is imperative to executing the goals and objectives of the organization.</p> <p>ESSENTIAL FUNCTIONS:</p> <p>Website & Online Communications</p> <p>Visitor Fulfillment</p> <p>Social Media/Digital Promotion</p> <p>Group Sales</p> <p>Collateral (Travel Guide & Whitefish Town Map)</p>	<p>The marketing coordinator position is essential to successful execution of the FY20 Marketing Plan.</p>	<p>The marketing coordinator fulfills all essential functions as outlined above.</p>	<p>In order for Explore Whitefish to effectively and strategically operate, the organization has set aside public funds to support the marketing coordinator position.</p>	\$40,000.00		
			<p>Tourism Advisory Council (TAC) meetings are</p>		<p>Explore</p>			

Marketing Support	TAC/Governor's Conference meetings	As the Tourism Advisory Council (TAC) meetings take place all over the state, we require support for travel and expenses to attend.	required attendance for CVBs/Regions in order to be maintain yearly bed tax funding (pending TAC approval of annual marketing plan). It is also a valued networking opportunity to expand knowledge of the Montana tourism industry, destination marketing trends, and opportunities to partner with the Montana Office of Tourism and Business Development.	Successful execution of the FY20 Marketing Plan and annual marketing plans in the future.	Whitefish is required to attend all meetings of the Tourism Advisory Council (TAC) as well as the annual Governor's Conference on Tourism and Recreation.	\$1,950.00		
Marketing Support	Opportunity Marketing	Money is therefore set aside to examine these opportunities and potentially act upon them if they are in line with our marketing strategy.	We create full vetted strategies and rely on industry and historical research, along with the annual marketing plan, to determine how opportunity marketing funds are spent.	Depending on the opportunity, we measure success in a variety of ways, including, but not limited to, the success measurements outlined in the FY20 Marketing Plan.	Throughout the year, new marketing opportunities present themselves that were not specifically budgeted for.	\$50.00		
						\$150,000.00		

Marketing Method Evaluation Attachments

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

Marketing Method Budget

Marketing Segment	Marketing Method	Bed tax funded budget	Non bed tax funded budget (optional)
Consumer	Online/Digital Advertising	\$58,000.00	\$47,000.00
Consumer	Print Advertising	\$5,000.00	\$15,000.00
Consumer	Billboards/Out-of-Home	\$40,000.00	\$45,000.00
Consumer	Photo/Video Library	\$5,000.00	\$22,500.00
		\$108,000.00	\$129,500.00
Marketing Support	Marketing/Publicity Personnel	\$40,000.00	\$0.00
Marketing Support	TAC/Governor's Conference meetings	\$1,950.00	\$0.00
Marketing Support	Opportunity Marketing	\$5,050.00	\$50.00
		\$47,000.00	\$50.00
		\$155,000.00	\$129,550.00

Miscellaneous Attachments

Description	File Name	File Size
Whitefish CVB FY20 Total Budget Breakdown	FY20 Total Budget Breakdown.pdf	34 KB
Whitefish CVB FY20 Total Budget Pie Charts	FY20 Total Budget Pie Charts.pdf	218 KB
FY20 Public Budget Pie Charts	FY20PublicBudgetPieCharts.pdf	110 KB
Secret Season Campaign Creative Sample	Secret Season Campaign Sample.pdf	230 KB
Summer Plus Campaign Creative Sample	Summer Plus Campaign Sample.pdf	210 KB
Whitefish CVB FY20 Marketing Plan	Whitefish Marketing PlanFY20_State_FINAL.pdf	1.4 MB
Winter Campaign Creative Sample	Winter Campaign Sample.pdf	297 KB

Reg/CVB Required Documents

Description	File Name	File Size
FY20 Applicant's signed required documents. Application for Lodging Tax Revenue, Pledge of Understanding and Compliance, Applicant's Certificate of Compliance.	FY20 Required Documents_Signed.pdf	526 KB
Meeting Minutes from Whitefish CVB Board of Directors	WCVB Minutes 03 11 19.pdf	296 KB
Meeting Minutes from Whitefish City Council	Whitefish City Council Minutes 04 01 19.pdf	727 KB

