



Grant Details

68892 - FY19 Region/CVB Marketing Plan

72784 - FY19 KCVB Marketing Plan

DOC Office of Tourism

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Community & Brand Support

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

Welcome to Kalispell, where the spirit of Northwest Montana lives. Where the mighty mountains of the Crown of the Continent soar. Where the cold, clear Flathead River snakes from wild lands in Glacier National Park and the Bob Marshall Wilderness to the largest freshwater lake in the west.

Where you can plan ahead for a trip of wonder—or let each new moment lead your adventures. Follow the open road to see what's at the very end. Lay out the map and chart a course to its furthest corner. Or explore the galleries, museums, and shops in historic downtown Kalispell—and maybe let the bakery tempt you into an unexpected sweet treat.

Here in the heart of the Flathead Valley, life is awe-inspiring and simple at the same time. If we wish to lose ourselves, there's millions of acres of protected, pristine forest to wander. If we wish to find ourselves, we need only to channel the confident frontier spirit that drove the development of a regional economic, cultural, and governmental powerhouse. These Western roots form the strong foundation for a growing and diversifying community. Which is to say, we are proud of our history but we don't plan on slowing down anytime soon. Just imagine how much energy all this fresh mountain air gives us.

In the past few years, we have doubled down on our commitment to our walkable, vibrant downtown. It's growing by the minute. And the amount of new breweries, distilleries, coffee shops, and restaurants that have opened their doors on Main Street means your night out just planned itself.

Kalispell, Montana, is a place for skiers and hikers and fisherman. It's a place for creatives and ranchers and scientists. It's a place for foodies and history buffs and lovers of the arts. It's a place for you.

Kalispell and the Montana Brand

More spectacular unspoiled nature: Kalispell is surrounded by 10 mountain ranges, a national park, two national forests, one wilderness area, and the largest freshwater lake in the west.

Vibrant and charming small town: A vibrant downtown that merges historical charm with contemporary culture.

Breathtaking experiences by day, relaxing hospitality at night: Making waves on Flathead Lake, rafting the Middle Fork, cycling the Going-To-The-Sun road, exploring 'The Bob', or viewing fall's dramatic transformation in the Flathead National Forest. However you choose to spend the daylight hours, your evenings will be full of hearty food and homey accommodations in Kalispell.

Discover Kalispell highlights *What Makes Montana Unique* to our high-value audience through vivid, quality imagery and videos highlighting our natural beauty, wide open spaces, and unique experiences.

About Kalispell

Strengths

- Growth economy: Kalispell is home to one of the fastest growing economies in the state, a testament to the area's quality of life and business climate creating an ideal place to build a career or company.
- Well-preserved cultural offerings: Discover the history of the Flathead Valley through three well-preserved museums and iconic Main Street buildings.
- Energized downtown: Kalispell is undergoing several revitalization projects including completion of a rail park, removal of railroad tracks in downtown and development of a linear park, and several enhancements to improve the walk-ability and vitality of Main Street.
- Annual destination events: Montana Dragon Boat Festival, Montana Spartan Race, Montana Pond Hockey Classic, Montana Indoor Soccer Championship, Skijoring at Rebecca Farm, The Event at Rebecca Farm, Three Blind Refs and other events that attract participants from the U.S. and Canada.
- Winter destination: Kalispell and NW Montana offer easy access to a wide range of activities for the winter destination traveler including Glacier National Park and Whitefish Mountain Resort.
- State Parks: Kalispell is surrounded by eleven state parks providing trails, activities, interpretative visitor center, and water-based activities on Flathead Lake and Whitefish Lake.
- Authentic: Kalispell's residents are welcoming tour guides who care about a visitor's experience. It is a local's mountain town with a deep-seated culture of outdoor adventure, agriculture, and other traditional industries. Deep roots that form a strong foundation around which to grow and evolve.

Opportunities

- Glacier National Park and Glacier Park International Airport saw increased visitation in 2017, particularly during the shoulder and winter months such as October, December, January, and April. Discover Kalispell will continue to focus on the off-season particularly as additional amenities and services become available in or near the Park and as seasonal direct flights increase.
- 2018 is the 50th Anniversary of the Wild & Scenic River Act which protects large segments of the three forks of the Flathead River. Leverage media coverage of this event put out by national sources such as NPS, NFS, BLM, US Fish and Wildlife Service or other mainstream media.
- Agriculture is a deeply rooted tradition with generations of families living and working in local farms and ranches. From Flathead Lake cherries to huckleberries from the surrounding mountains, locally grown and raised vegetables, or yak and bison, this valley is home to an assortment of tasty foods that are blended into the community flavor. Discover Kalispell will continue to play a role in promoting and building our agri-tourism product through promotion of locally-sourced products, tours, and activities that are available to visitors and groups.
- The City of Kalispell has adopted a Downtown Plan, providing guidelines to develop a vision to address long-term sustainability of Kalispell's downtown.
- Alberta's economy saw resurgence in 2017 with an estimated growth of 4.5% due in part to improving oil prices and a rebound in consumer spending. 2018 is expected to see a moderate

growth of 2.8%.

- The City of Kalispell has adopted a Conditional Use Permit that regulates short term rentals within the city limits. Regulations include proof that the property is registered with the MT Department of Revenue to collect bed tax. This increased oversight should help to shore up revenue losses as the shared economy continues to grow in popularity with travelers.

Challenges

- The Flathead Valley received 325 new guest rooms during the summer of 2016. Two new lodging properties are opening in Whitefish and Kalispell for a total of 186 additional rooms added to the inventory in 2018. Opening in 2019 is an 84 room My Place in Kalispell. The new inventory has already proven to demand adjustments for the established properties, particularly outside of the summer busy season.
- Availability of direct air service to Kalispell is a focus for both the tourism and the business communities. Cost and availability of seats is a barrier for Kalispell to effectively increase visitations from some geographic and psychographic markets. The nonprofit Glacier AERO group continues to work with airlines and the community to fund minimum revenue guarantees (MRG) and marketing campaigns.
- Climate change is affecting our weather, stream flows, water temperature and forests. Weather conditions that are deviating from historical patterns are posing a challenge for tourism in northwest Montana. Our area relies heavily on predictable water and air temperatures and appropriate levels of precipitation for winter activities, major events, and to avoid summer wildfires.
- The National Park Service is anticipating a fee increase which will affect Glacier National Park during the peak summer season. The increase would significantly impact tour operators.
- Depending on national policy decisions regarding travel ban and immigration, negative media coverage may continue to have an impact on international travel to the U.S. and Montana.
- The lack of public transportation throughout the Flathead Valley as well as from Kalispell to Glacier Park impacts some visitors including the international traveler. It is hoped that the implementation of Uber and other ride-sharing services will help to offset some of that demand.
- Although the area's tourism industry is making strides in smoothing out the hotel occupancy levels between the height of summer and the quiet of November and April, seasonality continues to be a challenge. The seasonality creates work force issues both due to a shortage of qualified workers in the summer and ability to maintain adequate staffing levels during the fluctuating shoulder and winter months.
- The traditional lodging properties in Kalispell are experiencing the impacts of the increasing popularity of VRBO, Airbnb and other shared economies. There has been a measurable decrease in room night stays by teams attending signature events and an obvious increase of businesses utilizing space within the historic downtown buildings to create rental space that doesn't fit within the room requirement structure for TBID. As the shared economy options grow and shift it is crucial that Montana Department of Revenue and local municipalities ensure proper taxes are collected.

Describe your destination.

The Travel Decision Process

Top reasons to travel: see new cultures and customs, experience the outdoors, conquer new adventures, have time to think and reflect, create memories with friends and family... Whatever the reason and wherever you decide to travel, the trip planning cycle is not always a linear path and includes several different stages.

During a traveler's quest for a one-of-a-kind trip they will encounter a 'whole world' of options and Montana in general and Kalispell specifically, are not necessarily a top-of-mind destinations. To be part of a traveler's consideration set means understanding the visitor that would be attracted to our destination and the travel resources influencing their choices. Good news is that the "Expectations to Travel" remain strong. A national survey by Destination Analysts shows that 37% of American travelers expect to take more leisure trips in upcoming year and 36.5% expect to increase their travel budget. The January 2018 survey report included data which gauged the Likelihood To Visit for a long list of potential destinations. The survey showed that 14.5% stated they were "likely to travel" to Montana during the next 3 years, which is up from 12.7% in 2016. (Webinar, State of the American Traveler, Destinations Edition, March 2018, Destination Analysts and Miles Partnership)

Stage 1: Inspiration - Dreaming

During the first stage of the planning cycle, travelers are gathering ideas and inspiration. This is when the traveler either decides the type of trip they are interested in, or researches destinations that fit the trip type they want. Cost of travel and availability of personal finances to travel will impact the destination and type of trip chosen. Airfare and distance to travel to and within Montana may impact the decision to select Montana. But when prioritizing what they do on their trip, "activities and unique experiences drive travel decisions." (Expedia Media Solutions)

Impediments to Travel: 44% of America leisure travelers said personal finances kept them from traveling more in the past year and over 30% reported that gasoline or airfare being too expensive kept them at home during the past year.

Messages: Speak to the desire for a trip that includes being outdoors, relaxation, and discovery/free-spirit adventure while also addressing safety, availability of modern comforts, and dispelling perceptions of Montana being difficult to access. Include messaging in our promotions that shows the affordability of a Montana vacation once they arrive and the unique experiences and memories they'll receive. Highlight family-friendly events and activities. Tell an inspiring story of what makes our destination special. Most travelers are also considering the trip budget in the inspiration stage and the budget continues to have a strong influence throughout the planning cycle.

Tools:

Destination websites – visitmt, glaciermt, discoverkalispell

Targeted keywords for SEM

Destination social media channels

Blogs, articles, and inspiring photos & videos – show what makes destination unique

Sponsored content in targeting and retargeting campaigns

Emarketing to database – keep followers engaged

Travel shows – 1:1 conversations with targeted potential travelers

Earned media/WOM – let others tell your story

Step 2: Orientation – Planning

Second stage of the trip planning cycle revolves around orientating themselves to the selected destination or trip type – planning their memorable moments. This stage includes deciding the dates of travel, learning about available activities, events, historical, cultural and natural attractions, and setting the trip budget.

Messages: Highlight the historical and cultural and local offerings along with the outdoor recreation opportunities and soften the perception that they will be isolated (being without common amenities) and the perceived challenges of harsh weather. Highlight local food and culture. Food is a major hook in trip planning - locally grown food and cultural food choices have evolved to become destinations in their own right.

Tools:

Consumer reviews and ratings on travel websites

Be present on popular travel sites

Strong call to action in all content

Customized content for emarketing database

Local events calendars

Use video to highlight events and activities so they can imagine themselves in the picture

Checklists to incentivize trip planning – i.e. 10 day hikes within 30 minutes of Kalispell

Stage 3: Facilitation – Booking

Third stage includes making specific plans: booking activities and tours, making reservations for transportation and lodging, checking weather predictions. Travelers do their homework when deciding how to spend the moments of their trip. These 'hyper-informed' consumers have amped their consumption of content across various media and devices.

Messages: Travelers are interested and motivated but probably have not finalized trip plans. To not lose them to another destination, make it easy for them to book. Connect travelers with hotels and activity providers, highlight unique events during their travel dates, promote activities outside of Glacier National Park to extend the trip, and make the transaction as smooth and seamless as possible.

Tools:

Mobile friendly website

Reliable sources for questions - VIC, travel guide, response to questions posted on social media

Season-specific and niche activity content on website and social media

Online maps

Checklists - i.e. list of boat rentals and guide on Flathead Lake with complete contact info

Visitor Information Center that's open year-round

Stage 4: The Experience

Once they are here, be present with resources on the ground and current info on the website and social media. Provide welcoming hospitality and don't promise something you can't deliver!

Stage 5: Sharing

Hopefully you've created loyal fans to your destination and they'll be sharing trip photos on social media and telling stories about their adventures at the next party and family gathering.

Back to Stage 1, with the next traveler: Inspiration – Word of Mouth, opinions of friends and relatives, either direct or via social media, is the most important way to find inspiration when deciding where to travel.

Optional: Include attachments here

FY'19 KCVB Marketing Plan - Describe Your Destination.pdf

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

Discover Kalispell's Key Markets

Northwest Montana, due to the close proximity to Glacier National Park and world-class recreational opportunities, is a leading destination for travelers interested in Montana. The primary audience for both Kalispell and Northwest Montana in general, is the Glacier National Park and nature-based outdoor traveler. Kalispell competes for those visitor room nights with other locales in the Flathead Valley.

Kalispell seeks to identify the target audience that will connect with our destination to base their outdoor adventure/Glacier National Park vacation and will travel for destination events. A visitor interested in Kalispell is looking for an affordable variety of shopping, dining and activities along with a bit of culture for their outdoor-centered vacation. Kalispell's character and culture speak to the high potential visitor's need for comfort and authentic experiences. These qualities are highlighted in our downtown amenities, local events and opportunities to enjoy a taste of Montana heritage through agriculture-based activities such as rodeo, hunting and fishing as well as our museums and Main Street vibe.

Kalispell is the hub for meetings and conventions in northwest Montana offering more than 1,700 rooms and 65,000 square feet of meeting and exhibit space managed by experienced hospitality professionals and professional planners.

Leisure/Consumer Travel

Kalispell's key markets in the leisure travel segment are active adults, budget conscious families, and winter enthusiasts.

Key Geographical Markets – Washington, San Francisco, Los Angeles, Alberta

Warm Season – San Francisco and Los Angeles, Seattle, Tri-Cities, Spokane/CDA, Calgary

Winter and Shoulder Season – Spokane/CDA, Seattle, Calgary, Los Angeles, San Francisco, Chicago

The emerging market for Kalispell is the Los Angeles basin area. As identified in the Montana Destination Brand Research Study, Los Angeles "appears to be a hotbed of interest for Montana" for both warm and winter season travel. This is supported by Kalispell's data sources which demonstrate a strong and consistent growth of interest in Kalispell from Los Angeles. United Airlines recently announced summer direct service in 2018 and Los Angeles is also serviced seasonally by Delta and Allegiant.

Warm Season

Kalispell will continue to connect with visitors interested in Glacier National Park, positioning our destination as the ideal place to base their trip for easy access to a variety of activities, trails, retail, dining outlets that offer local products, and a variety of affordable options appealing to families. As the majority of our visitors are repeat (70% of groups had all repeat visitors, ITRR), Kalispell will continue to promote the other iconic experiences outside of Glacier Park such as Flathead Lake, Jewel Basin, Lone Pine State Park, trail systems and local and signature events. Close-by drive market travelers visit Kalispell in the warm season for sports tournaments and notable events such as The Event at Rebecca Farm and Arts In The Park, and to enjoy the variety of water sports and scenic driving and biking trails. Discover Kalispell's spring/summer marketing campaigns typically run April – June.

Winter and Shoulder Season

Kalispell's winter and shoulder season visitors primarily travel from Alberta, B.C., Washington, California, Utah, and Idaho. Visitors from Canada come to Kalispell for shopping, Discover Kalispell's signature events, golf, skiing, hockey tournaments and medical tourism. Nonresident visitors from other markets come for events and to enjoy the variety of winter activities that are easily accessible from Kalispell as well as the affordable variety of lodging and dining. Visitors enjoy the traditions such as Moose's Saloon, Western Outdoor, rodeos, downtown events, snowshoeing, dog sledding, and cultural activities at Kalispell's museums. Younger families both from Canada and our U.S. target markets are becoming aware of what Kalispell has to offer and are attracted to the variety of kid-friendly activities and culture. Discover Kalispell has hosted several family-centered travel writers and media outlets from Canada and the Pacific Northwest to continue to strengthen this niche market. Discover Kalispell's annual fall/winter marketing campaigns are designed to promote easy access to a Montana winter adventure on direct flights (Chicago, San Francisco and Los Angeles), and a short drive from Spokane/CDA and Calgary.

Direct Flight Markets

Glacier Park International Airport is serviced by Delta (SLC, MSP & seasonal to Atlanta and LA), Alaska (SEA & PDX), United (Denver and seasonal to Chicago, SFO and Los Angeles), Allegiant (Las Vegas and seasonal to Oakland and Los Angeles). GPIA had a 9.5% increase in ridership during 2017. The KCVB is on the board of Glacier Aero, the Flathead Valley's non-profit group dedicated to increasing and sustaining direct flights to Kalispell, and supports the revenue guarantee flights through media events, press trips, online marketing and other targeted promotional campaigns. Increasing flights and seat availability are critical to our success in attracting visitors from our key markets.

Leisure Travelers were asked what are the Biggest Impediment to travel: 19.8% said Airfare was too expensive (#3 out of a list of 14) (Destination Analysts)

Supporting Data

ITRR: 2017 Nonresident Travel Survey Report for Kalispell: (those that spent at least one night in Kalispell)

Top non-resident activities:

68% scenic driving

48% wildlife watching

47% nature photography

47% day hiking

40% recreational shopping

26% visiting historical sites

Demographic: Average age 58, median age 60

Household income 1) \$50,000 to less than \$75,000, followed by 2) \$75k to less than \$100k

64% had a travel group size of 2

Top 5 residency of origin for nonresident visitors to Kalispell: ITRR – WA, OR, CA, BC, FL

DiscoverKalispell.com analytics:

Top five residency of origin of website users: AB, MN, WA, OR, CA

Key markets as measured by percentage increase of new users:

Washington – 83% increase: Seattle, Spokane, Vancouver, Tacoma, Yakima, Spokane Valley

California – 23% increase: 67% increase in visits from Los Angeles basin and 71% increase from San Francisco area

Alberta – 3% increase: Calgary, Edmonton, Lethbridge

(FY18 over FY17)

NSight – Top Source Markets for Kalispell:

Destinations with the highest percentage for search to book and book to stay:

Los Angeles basin area consistently has the highest percentage, followed by Minneapolis, Florida, Dallas, New York, Philadelphia, San Francisco, Chicago, and Atlanta

Glacier Park International Airport passenger originating destination data, 2017:

Los Angeles and San Francisco consistently rank in top 10 for highest number of 'visitor' passengers even though direct flights are not available year-round.

Top originating destination of travelers flying into GPIA:

Q1 – SEA, LAS, LAX, DEN, MSP, SFO, ATL, PDX

Q2 – SEA, LAX, LAS, DEN, OAK, MSP, ATL, SFO

Q3 – LAX, SEA, DEN, MSP, OAK, DFW, SFO, PDX

Group, Meetings & Conventions

One of the primary goals of Discover Kalispell is to increase travel by attracting groups, meetings and conventions. Group and tour business accounts for 10% of total room nights for the 21 Kalispell hotels during FY17. The Country Inn & Suites by Radisson scheduled to open in June 2018 with 100 rooms and 4,000 square feet of meeting space. Country Inn & Suites is located at the Glacier Park International Airport and will feature a pool with a slide and future development includes a restaurant and convenience store. A My Place 84 room property has begun construction and is slated to open in 2019. This will bring the Kalispell's total room availability to 1,975.

Groups of 10-500 can be comfortably and adequately accommodated in Kalispell. The most common group size is 50-120. The largest event space in our hotel properties can hold up to 880 for a reception and 700 for banquet seating. The two largest convention hotels can accommodate up to 280 group rooms per night and have over 29,000 square feet combined. Along with our convention hotel space there are numerous unique meeting venues in the Historic Downtown Kalispell that also serve as part of Kalispell's cultural museums.

Market segment percentage of total rooms at Kalispell lodging properties:

	QTR 1 AVG	QTR 2 AVG	QTR 3 AVG	QTR 4 AVG
	July-Sept	Oct-Dec	Jan-March	April-June
	2016	2016	2017	2017
Corporate	12%	15%	21%	14%
Events	2%	3%	4%	4%
Government	4%	6%	5%	6%
Group	10%	9%	6%	6%
Tours	3%	1%	1%	1%
Transient/Leisure	69%	66%	64%	69%

M&C – Key Segment

Association continues to be the most reliable and dependable market due to their organizational structures in their bylaws such as annual meeting agendas, rotation process for state, regional and national and the predictable number of members.

Out of twelve RFP's sent to TBID hotels in FY17 50% are from the association market.

Professionals find it important to belong to associations for reasons such as networking with like-minded professionals, to be a voice and advocate for their industry, and be exposed to industry trends to name a few. Kalispell's businesses are thriving. Top industries in the Flathead County are Healthcare, Manufacturing and Tourism. For example, healthcare is expected to grow here in the next 10 years and economists are predicting another 21 percent increase in health care employment between 2014 and 2024.

With this trend on the rise, it will be the goal of Discover Kalispell to tap into the association and organizational connections of local professionals through our *Bring it Home campaign*, a referral program where locals receive a \$10 gift card for every meeting or conference referral they give. The Kalispell Chamber membership of over 700 businesses and associations is a good source to

tap into. The Kalispell Chamber continues to be a strong resource for the KCVB and a tourism advocate with their local members.

M&C – Key Geographical Market

The Puget Sound area will remain a focus for Discover Kalispell to discover new planners and continue to build relationships. Seattle is part of the Sound and the closest major U.S. city to Kalispell. Other cities in Puget Sound include Tacoma, Olympia and Everett, Washington.

In addition to only being an eight hour drive from Seattle, Glacier Park International Airport offers three direct flights out of Kalispell daily and Amtrak train service daily from Whitefish. Although the Puget Sound region offers spectacular coastal scenery, Montana can provide authentic experiences that only true “Montanans” can pull off. With an abundance of lakes, mountains, and Glacier National Park, our iconic outdoor settings can create that inspirational venue for meetings and team building. Productive meetings don't always require an epic trek and often are within driving distance of major cities.

Discover Kalispell attended the Pacific Northwest Connect tradeshow in 2017 and met with 17 planners specifically from that region. It was great exposure for Kalispell and the information was very well received. Rates, flight availability and activities were high on their priority list and we have all of that to offer here.

Discover Kalispell will continue to partner with MOTBD and Glacier Country to attend IMEX (Incentive, Meetings and Event Expo's) in Las Vegas. Since Montana as a whole doesn't have a large presence at the meeting and convention shows, partnering with the state, regions and CVB's make it viable to highlight Montana as a meeting destination.

Emerging Markets-Tour Groups, International Market

Kalispell has the right elements and events to attract regional and international groups, clubs, and hobby groups for activities related to their specific interest. Discover Kalispell will seek out tour groups and clubs that focus on activities such as history, culture and the activities that encompass our signature events. Our high caliber artists, performers and one-of-a-kind events will be sure to attract the right audiences.

Kalispell is hosted International Roundup in April, 2018 which brought in over 40 tour operators to experience Kalispell. It has been over 20 years since this event has been held in northwest Montana. It is an opportunity for our local hoteliers and activity vendors to showcase their business or service and for Discover Kalispell to continue building relationships with the tour operators. International visitors turn to their travel agencies and tour operators for itineraries, travel insurance and suggestions. The Rocky Mountain region is perceived as safe and international visitors want to see the national parks and experience the historic and western ambiance.

100 Tour Operators offered product in Kalispell with 21,148 estimated overnight rooms from international travelers in 2016. (Rocky Mountain International's proprietary T.R.I.P Report)

b. What are your emerging markets?

Emerging Markets - Leisure

The emerging geographic market for the Kalispell is the Los Angeles basin area. As identified in the Montana Destination Brand Research Study, Los Angeles “appears to be a hotbed of interest for Montana” for both warm and winter season travel. This is supported by Kalispell's data sources which demonstrate a strong and consistent growth of interest in Kalispell from Los Angeles. United Airlines recently announced summer direct service in 2018 and Los Angeles is also serviced seasonally by Delta and Allegiant.

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Optional: Include attachments here.

FY'19 KCVB Marketing Plan - Travel Decision Process.pdf

c. What research supports your target marketing?

Destination Marketing – Trends for 2018

Every destination needs to consider the long-term implications of tourism in order to ensure that the right balance is achieved between economic, environmental and social value. (*Destination Think Forum, 2016*). It is the responsibility of a DMO to be involved in planning discussions and have a role in managing and improving the destination. Visitor capacity is already an issue in Glacier National Park during July and August. Tourism stakeholders such as CVB's, Chambers, Glacier National Park, Flathead Forest Service, and activity vendors are developing strategies to promote activities and attractions outside the park to help mitigate the negative impacts of overcrowding and potential trail and road closures. Discover Kalispell is also involved in the Flathead Country Trails Plan update, the City of Kalispell Downtown Plan and Core Development Project.

The success of a DMO has traditionally been measured by what is out of their control - hotel occupancy and lodging tax revenue. A DMO's role is to influence travel to a destination. With countless external factors impacting occupancy, that measurement is not an accurate correlation of a DMO's success. Industry leaders are recognizing that the key to sustaining and grow funding is effective measurement. As Tourism New Zealand CEO Kevin Bowler stated, "I don't think policy makers struggle to understand the economic value of tourism. They struggle with understanding the additional value that a destination marketing organization brings to the industry." (Skift, Secret to Bigger Destination Marketing Budgets, May 2015). A goal for Discover Kalispell is to invest in research to better understand the ROI of our marketing initiatives, and then utilize those data insights to make effective marketing decisions. Data from platforms such as Arrivalist measure the way media influences decisions to travel to a particular destination. This type of data more accurately demonstrates a return on investment than relying on hotel occupancy and revenue as performance measurements.

Looking at the bigger picture - Is the role of a destination marketing organization changing? Trends are showing that DMO's are shifting their focus from promotion to product, seeing promotion as a role of the visitor in this digital age. Utilizing the variety of online tools available, travelers can easily share their experiences and build awareness and interest in a destination.

How can a DMO shift its focus on the visitor experience in order to deliver the right destination experience that creates brand advocacy from visitors and residents alike? (Destination Think, Leading Your Destination Into the Future, 2016)

Travelers interested in festivals and special events account for 34.5% of leisure travelers. Event travelers have a mean age of 40, 53.8% are college graduates, this group has a higher annual travel budget, takes 5.1 leisure trips annually and actively use social media to plan their travels. (*Destination Analysts Traveler Segment study, Summer 2017*). Discover Kalispell includes destination events as a major strategy to increase visitations during shoulder and winter months. Our 2017 signature events were impacted by changes in climate, including the wildfire smoke and fluctuating winter conditions, which caused two annual events to be cancelled. Discover Kalispell will build on the six year success of the events by reevaluating current offerings and looking at new opportunities that are less influenced by climate fluctuations.

Destination marketing trends and tools are constantly changing. How to best connect with your audience today will be different a month from now. It is a challenge for DMO's to manage the always-changing social media algorithms as well as the numerous other content marketing tactics. Facebook rolled out significant changes in 2018, which forced DMO's to reexamine the social media strategy. Why is social media an effective marketing tool? It allows a destination to talk to visitors and potential visitors and builds word of mouth (WOM) recommendations. Social media's ROI is brand awareness – a tool to grow interest in the destination. To measure the effectiveness of a social media strategy is to increase social engagement as a percent of total followers.

"Companies should focus more on how to BE social, and less on how to DO social media". (Jay Baer, ConvinceandConvert.com)

Just when we were all focused on mobile, trends now show that many traveler groups prefer their desktop computer. 30% strongly prefer laptop to research activities and attractions, with the strongest affinity for desktop by Boomers and the growth in mobile addiction is slowing across all demographics. (*Destination Analysts, State of American Traveler, Mobile Edition, Fall 2017*)

DMO's marketing strategies need to be ready to meet the key market visitor where they are today and be ready to go where they are tomorrow. (7 Destination Marketing Trends for 2018, Devin Meister, Wilson Advertising)

The Montana Visitor – Winter Enthusiasts

The winter enthusiast traveler is primarily a ski vacation audience, but when provided a list of 37 winter destination attributes and asked to select which were important to evaluating a destination, 58.9% selected outdoor activities other than skiing or snowboarding. When asked to select the three most important attributes for a winter recreation destination, superior snow quality, outdoor activities other than skiing and snowboarding, and general/overall costs in the destination received the most votes. This is good news for Montana and Kalispell. Outside of superior snow quality which can fluctuate year-over-year, our area offers abundant options for winter experiences and the cost of our destination is lower than the better known winter recreation places such as Colorado and Utah. And when winter enthusiasts take into consideration Montana's beautiful landscape, national parks, and wildlife, those travelers have a growing aspiration to choose Montana. (*MOTBD Winter Enthusiast Research, January 2018*)

Discover Kalispell directs approximately 70% of annual marketing campaign dollars to the winter season. MOTBD is revisiting their winter campaign strategy and is anticipated to increase their winter marketing budget. Discover Kalispell will plan to coordinate and partner with MOTBD and Glacier Country to promote a consistent message that most effectively speaks to the winter enthusiasts' propensity for quality snow, affordability and other activities, which we know we can deliver on.

Meeting, Convention and Group Travel

Research conducted by Destination Analysts surveyed 569 meeting professionals with corporate, association, and third-party planners, as well as those who plan city-wides and those solely

focused on self-contained meetings. Here are some of their findings:

Top five most important components in measuring success of a meeting or event, and the type of planner who rated them the highest:

- Attendee satisfaction 38.3% - SMERF Planners (43.0%)
- Number of attendee registrations 36.0% - Association Planners (50.3%)
- Client satisfaction 30.2% - Third-Party Planners (54.3%)
- Achieving meeting goals 28.8% - Corporate Planners (40.0%)
- Staying within the budget 14.4% - Corporate Planners (19.2%)

Top 5 most important attributes for a meeting location and the type of planner that rated that value the highest:

- Geographic location 91.0% - Third-Party Planners (93.4%)
- Hotels – quality 89.3% – Third-Party Planners (93.4%)
- Meeting facilities 89.1% - Association Planners (92.3%)
- Hotels – rates 89.1% - Third-Party Planners (92.1%)
- Overall cost of holding a meeting in the destination 88.2% - Association Planners (92.3%)

While a CVB's role in the meetings process is largely described as a "one-stop shop" for destination expertise, there is a notable lack of specific knowledge of many functions and services a CVB provides.

Meeting planners were asked to describe a CVB's role in the meeting planning process:

The top 5 descriptions were:

1. Destination expertise 39.8%
2. Site visits – hotel selection help 18.1%
3. Distribute RFPs 12.8%
4. Local connections – liaison with stakeholders 12.8%
5. Provides support – saves time and money 12.3%

Despite being a slightly lower measure of success compared to attendee satisfaction, issues related to cost are largely the key challenges meeting planners face in executing a successful meeting. CVB's that can assist or otherwise provide relief in this area are likely to be highly valued. Kalispell is the perfect meeting destination to support meeting planner preferences for several reasons: 1) our iconic location near Glacier National Park, 2) quality lodging options, 3) ability to help planners combat the overall meeting cost compared to larger cities, and 4) being a one-stop-shop.

Discover Kalispell utilizes monthly, quarterly and annual campaigns to promote the professional services provided through the KCVB. In addition to the downloadable Kalispell Meeting Guide, a quarterly newsletter is sent to the meeting planner database, articles are posted regularly to Discover Kalispell LinkedIn profile, and we educate the local business community and tourism stakeholders on the economic impact attained through meetings and group business. This is achieved through presentations, monthly newsletters, and incentives to refer a meeting or conference through the Bring It Home Campaign.

According to STR's recent study of meeting planners (DestinationMAP), almost two-thirds of all meeting planners attended at least one conference in the past 12 months (2017). Listed as the preferred trade shows and conferences are: IMEX, MPI (Meeting Professionals International), ASAE (America Society of Association Executives), PCMA (Professional Convention Management Association) and Connect. Discover Kalispell's continued attendance at IMEX and Connect give us the ability to meet new planners and build on existing relationships. Additionally, hosting a FAM for meeting planners who have never been to Kalispell is a cost effective way to validate Kalispell as desired meeting destination.

Marketing Plan Goals and Objectives

Goals

1. Generate increased press and public awareness of Kalispell in targeted U.S. and International markets.
2. Build relationships with visitors as demonstrated through increased usage and engagement with our key platforms.
3. Grow winter and shoulder season visitations.
4. Acquire applicable research to understand the ROI of KCVB initiatives and incorporate data insights to make effective marketing decisions.
5. Promote Kalispell for tour group travel, domestic and international.
6. Connect with active meeting planners in drive market and regional areas.
7. Promote Kalispell as a meeting destination to local businesses and organizations.
8. Educate meeting planners on services the CVB provides.

9. Play an active role as a voice for tourism in the state and the community through positive publicity and outreach and involvement in the downtown and core area redevelopment projects.

Objectives

1. Increase occupancy at TBID hotels between October and June by 2% (as measured by TBID Collections).
2. Increase total unique visitors to website by 15% over FY18.
3. Increase consumer database by 7% over FY18 (equates to additional 1,000 opt-in subscribers).
4. Gauge interest in Discover Kalispell social media channels by measuring the level of engagement. Obtain an average post engagement equal or greater to 10% of total followers.
5. Generate 10 media stories in target markets through public relations efforts.
6. Maintain crisis communication plan to effectively communicate with Discover Kalispell's audience and to assist local businesses and stakeholders.
7. Host two press trips with travel media from key markets.
8. Successfully produce KCVB signature events: on budget and with increased economic impact to community.
9. Provide sponsorship through the CVB Event Grant program for new or expanding events or sports tournaments that have long term growth potential during off-season.
10. Increase database of qualified and interested meeting planners by 30% over FY18.
11. Retain engagement of meeting planner database through quarterly newsletters.
12. Attend two regional tradeshows to promote Kalispell as a meeting destination.
13. Host one meeting planner FAM of qualified planners who have never been to Glacier Country.
14. Connect and engage with meeting planners through two targeted advertising campaigns.
15. Increase referrals to the KCVB Bring It Home program by 20% over FY18.

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

Discover Kalispell would be interested in match opportunities directed towards the winter enthusiasts traveler, in media that were not solely focused on downhill skiing/ski resorts. Also match opportunities for print that also includes editorial in publications that support our target markets.

Optional: Include attachment here.

FY'19 KCVB Marketing Plan - Supporting Research.pdf

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

Discover Kalispell works cooperatively with the PR and Group Travel departments of MOTBD and Glacier Country to assist with hosting press trips, social influencers, and media events. We collaborate with Explore Whitefish and Glacier Country on PR crisis issues to ensure a consistent message to travelers. For the group travel, meetings and conventions segment, Discover Kalispell participates in FAM trips, RMI site tours, and meeting planner shows such as IMEX with Montana region and CVB representatives.

In the local market Discover Kalispell regularly meets with partners at Glacier National Park, Flathead Forest Service, Associated Chambers of Flathead Valley, Kalispell Downtown Association and Business Improvement District, Montana West Economic Development, Flathead County Parks and Recreation and Fairgrounds, Kalispell Parks and Recreation, and Montana State Parks. Discover Kalispell assists with funding for the West Glacier VIC. Due to the increased visitation and overcrowding during July and August, GNP and Glacier Conservancy staff have assisted by promoting activities and attractions outside of the park during the annual park staff training, making information and resources outside the park available to park visitors, and staffing the VIC at the West Glacier Belton Depot. Discover Kalispell is a member of the Flathead County PATHS Committee, whose vision is to create safe and convenient networks of multi-use trails connecting Flathead County communities, schools, parks, and public lands for the benefit of area families, the economy and the environment.

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

During FY18, Discover Kalispell participated in MOTBD Family Fun print advertising match campaign. We will evaluate the available joint venture opportunities in FY19 and participate if it fits within our marketing strategy and budget.

Optional: Include attachments here.

Optional: Include attachments here.

FY'19 Marketing Plan - Bed Tax Approval.pdf

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 Attchmnt
Consumer	Photo/Video Library	Secure new photos & videos that support the PR, social media & advertising.	Images touch a traveler during each phase of the decision process through social media, online adv., and mobile marketing.	Imagery is a branding tool. Effectiveness would be gauged through social media insights and website analytics.	Images play an important role in promoting a destination and engaging with potential visitors.	\$3,000.00	<p>Yes the method was successful. Funds were used for a two individual photos used in various media and a spring photo shoot in downtown Kalispell and at nearby trails. Images included scenic shots and people enjoying events, lodging and shopping. The images were effective to promote trails close to Kalispell and our downtown. Images were used in social media posts, ads, website, and visitor guide. Facebook daily impressions averaged 11,517. Website pages per session increased 65.45%, page views increased 6.80%, and session duration increased 24.84% over previous year. Images are a critical component of engagement.</p> <p>KCVB will continue to capture quality photos that effectively demonstrate our brand.</p> <p>Attachment: sample of images received from photo shoot</p>	FY19 Consumer Photos.pdf
Consumer	Social Media	Update and manage social media sites that foster consumer engagement and enhance cross platform consistency. Facebook, Twitter, Instagram and You Tube.	Social media has changed how people research trips, make decisions and share experiences. (Hospitalitynet.org)	Increased level of engagement; obtain an average post engagement equal or greater to 10% of total followers. *EVALUATION - Facebook continually changes algorithms and a page's ability to garner engagement through organic posts. The success measurement of achieving an average post engagement of 10%+/- was not met due to those modifications by Facebook. Discover Kalispell's social media channels did receive increased followers, impressions, reach	Majority of travelers (all demographics) use social media to connect with their friends, family and brands and influencers that they follow. Also to share travel experiences and access consumer reviews.	\$8,000.00	<p>Yes, method is successful to create brand awareness and engagement among target audience. Method included regular posting and management of social media channels to foster consumer engagement including enhancing cross-platform consistency. Regular updates included strong imagery and on brand content for FB, Twitter and Instagram. Method also included maintenance and optimization of You Tube to maximize exposure of videos and channel subscribers.</p> <p>Discover Kalispell Facebook, Instagram and Twitter saw increased followers and strong engagement metrics through organic post impressions and reach.</p> <p>Facebook: https://www.facebook.com/DiscoverKalispellMontana/: 4.2M impressions; 3M reach, 36,306 lifetime page likes, 10,875 page views, 90,075 engaged users.</p> <p>Instagram: https://www.instagram.com/discoverkalispellmontana/: 8,290 followers (+1,558 YOY)</p> <p>Twitter: https://twitter.com/Visit_Kalispell: 3,698 followers (+323 YOY); 34,300 impressions (+6,000 YOY); 384 profile visits (-386 YOY); 24 mentions (+3 YOY).</p> <p>You Tube: https://www.youtube.com/user/KalispellMontanaCVB: 679 subscribers</p> <p>KCVB will continue to use social media as brand awareness and</p>	Social Media Report FY19.pdf

				and shares. Data listed in Marketing Method Evaluation below.			engagement and as a platform for targeted and trackable advertising. Attachment: FY19 social media summary report	
Consumer	Online/Digital Advertising	Media buy for digital advertising including banner ads and geo-location marketing and retargeting.	Digital advertising has measurable ROI and drives shares and referrals and can be highly targeted. (INMA ROI Study, Marketingland.com)	Digital advertising is measured by number of impressions, engagement, page likes, contest submissions, CTR.	Digital advertising enables a destination to reach targeted consumers and connect them with website and other platforms.	\$16,000.00	<p>Yes, the method was successful. Digital advertising is a cost-effective method to reach a highly targeted audiences with customized content.</p> <p>Online advertising media utilized in FY19 included a fall/winter campaign including paid social and carousel ads promoting events, Google ad words, print ad in Spokane's Inlander magazine and ski map, sponsored stories. Spring campaign included display and social ads promoting new direct flights to Kalispell in the Chicago and Los Angeles markets.</p> <p>Winter campaign highlights: Run dates - November through February. 1) Paid social achieved 1.7M impressions, 11,582 clicks, average 0.73% CTR. 2) Sponsored stories were directed to Spokane WA DMA and Calgary area based on postal codes. The campaign achieved 2.5M impressions and 2,041 clicks. 3) Google ad word campaign directed to Calgary (134 clicks), Chicago (248 clicks), LA (176 clicks), and Spokane (99 clicks) markets.</p> <p>Spring/Summer campaign: Run dates - April -May 2019. 1) Display banner ads - 1.9M impressions, 911 clicks, 2) Facebook ads - 880,914 impressions, 13,051 clicks, 3) Facebook retargeting ads - 214,345 impressions, 5,577 clicks. CAMPAIGN TOTALS - 3M impressions, 21,245 clicks to website, 1,093 visitor guide requests.</p> <p>KCVB will continue to use digital advertising as an effective and targeted means to reach audience and increase conversions such as visitor guide request and newsletter sign ups.</p> <p>Attachments: campaign reports and creative examples</p>	Fall-Winter Digital Campaign - Consumer Online Advertising.pdf
Consumer	Print Advertising	Creative services and media buy in print publications that meet target market specifications.	Seeing a brochure or ad on a screen doesn't deliver the same tactile fulfillment as holding that very same brochure in your hand. We see millions of things on screens each day and the digital overload dilutes the importance in even the most memorable design. (Forbes, July 2017)	Print advertising, as part of the overall marketing mix, supports the overall brand awareness and reaches target markets. Success to be measured by distribution of publications or other print advertising mediums.	Lifestyle print publications, particularly with accompanying editorial, speak to specific geographic and psychographic markets and are effective in building brand awareness.	\$8,000.00	<p>Yes, method was successful. KCVB selected publications that have a proven record of reaching our target markets. Media used during FY19:</p> <p>O'Ranger Glacier National Park annual guide - 130,000 circulation, half page full color ad.</p> <p>Glacier Country Travel Guide - 150,000 copies printed plus online version, 1/3 page full color ad.</p> <p>Glacier-Waterton Map - two-sided large format, 132,000 maps distributed throughout NW Montana including at the Kalispell VIC and hotels.</p> <p>Northwest Travel & Life Magazine, July/August issue - 2/3 page ad with accompanying editorial on Kalispell in magazine.</p> <p>Getting Here Flyer - regular updates to flight map (direct flights to Kalispell) used in various print and online promotions.</p> <p>YNP-GNP Maps - reprint 500 of popular 2-sided YNP and GNP map, branded with Discover Kalispell logo and website address.</p> <p>Banner - Welcome to Kalispell 8'-5' banner used as print advertising at various locations and events.</p> <p>KCVB will continue to use the print advertising method as part of the mix for consumer segment campaigns.</p>	Consumer print advertising projects.pdf

							Attachments: copy of ads/publication	
Consumer	Travel/Trade Shows	Kalispell will attend at least two consumer travel shows in target markets during FY19	Travel shows allow us to directly connect with a target market to grow off-peak visitations.	Number of brochures distributed and opt-in subscribers collected. Opt-In leads received are available upon request to hotel/motel lodging facilities in Kalispell and TBID member properties.	It is an economical way to connect directly with consumers interested in our destination. One-on-one conversations allow us to create a strong inspiration to move the interested traveler into the orientation phase of trip planning.	\$2,000.00	<p>Yes, method was successful in increasing awareness of Kalispell as travel destination in two key drive markets and one direct flight market.</p> <p>Los Angeles Travel & Adventure Show, February, 2019: approx. 38,000 attendees. Great interest in our destination once they were aware of the non-stop flight, LAX-FCA. Only received 100 opt-in subscribers for prize drawing and to receive quarterly enews. Large show and expensive to attend yet a strong market for Kalispell. Will evaluate whether we will attend in 2020.</p> <p>Spokane Great Outdoors & Bike Expo, February, 2019: approx 6,000 attendees, distributed over 300 packets of material which included Kalispell visitor guide, Flathead Valley Winery, Brewery and Distillery brochure, Glacier Park maps, Kalispell tear-off maps. Received 185 opt-in subscribers which entered them into a drawing for Kalispell vacation package, and to receive quarterly enews. Bed Tax expenses included booth fee. High value show, plan to continue in 2020.</p> <p>Calgary Outdoor Adventure & Travel Show, March, 2019: approx 11,000 attendees, higher income demographic with interests in hiking, kayaking, scenic driving. Over 600 packets of material distributed which included Kalispell visitor guide, Winery, Brewery, Distillery brochure, Kalispell tear-off map, montana state highway maps, GNP maps. Received 312 opt in email subscribers for drawing and to receive quarterly enews. There was a lot of interest in Kalispell, many inquiries about camping. Plan to continue to attend. Bed tax funds were use for booth fee, parking and booth supplies.</p> <p>KCVB will continue to use travel shows as part of our marketing mix to reach identified geo and psychographic markets.</p> <p>Attachments: photo of booth display, LA Show collateral</p>	IMG_3892.JPG
Consumer	Printed Material	Design and production of maps and niche brochures.	Through fulfillment requests, in brochure racks in target markets, and distribution at travel shows, we are able to engage with potential visitors and lead them to our website and social channels to learn more. Niche brochures play a role such as suggested itineraries to incentivize travel.	Distributed in VIC and at travel shows and used in conjunction with our website for brand awareness. Success will be measured by the number of printed materials distributed.	Niche brochures and maps serve as important informational resource, a means to incentivize travel, and to broaden trip itineraries. Success is determined by usefulness of information by target audience - increasing brand awareness and engagement. and in some cases by the number of brochures	\$3,000.00	<p>Yes. Method is effective to increase brand awareness to target audience. During FY19 KCVB produced or participated in the following printed materials:</p> <p>KCVB produces a Brewery, Distilleries, Wineries and Cideries of the Flathead Valley map brochure. It is a very popular piece distributed at the VIC, travel shows, at the businesses that are included on the map, at hotels, the airport VIC and available on our website. Printed 10,000 which is anticipated to be depleted by spring 2020.</p> <p>KCVB was one of several partners to sponsor the reprint of the Crown of the Continent Geotourism Map Guide. KCVB distributes the map guide at the VIC and at travel shows. Quantity reprinted = 125,000.</p> <p>KCVB produces a Getting Here flyer which is used as a stand-alone piece at travel shows, also included in meeting planner and tour operator informational packets and online. This is a very useful piece for brand awareness, to educate consumer travelers and meeting planners, demonstrating that there is good access to Kalispell.</p> <p>KCVB will continue to utilize printed materials as part of the marketing mix to reach designated target audiences and promote niche activities.</p>	__FINAL WBDC-map.jpg

					distributed.		Attachments: copies of KCVB produced printed materials	
Events	Press Promotions/Media Outreach	Story pitches and press releases announcing event in target markets to solicit teams and promote teams coming to our events through hometown media.	Participants register for our signature events from across the U.S. and Canada. We have successfully used the event as the story pitch, either through promotion of a team within their hometown newspaper or just the uniqueness of the event for our state, to enable Kalispell to permeate markets that we could not have normally afforded.	Part of event brand awareness, measured by either by event registrations or attendance depending on purpose of press release.	Connect with markets that have existing teams/ participants to increase event awareness and attendance.	\$1,000.00	<p>Yes. Funds were utilized to create and distribute press release introducing a Montana Dragon Boat Festival sub-event occurring day before the main event started. The event was related to the breast cancer survivor network and ceremony that is a standard part of a dragon boat festival. Release was distributed to various media outlets and to dragon boat paddler/team database. Story was also posted on DiscoverKalispell.com and portions of the release were used in social media posts and newsletters to promote the event. The event was attended by 140+/- local and visiting paddlers and served as a launch of the main event weekend. The Montana Dragon Boat Festival weekend attracted approximately 1,075 paddlers and 850 spectators each day.</p> <p>The KCVB will continue to use this method to promote our signature events or other key events that serve to create out of market visitations.</p> <p>Attachment: Copy of press release</p>	KCVB Dragon Boat News Release_FINAL_.pdf
Events	Social Media	Social media advertising is used to promote event and solicit registrations and spectators.	Participants register for our signature events from across the U.S. and Canada. We have successfully used the event as the draw, either through promotion a team within their hometown newspaper or the uniqueness of the event in Montana, to enable Kalispell to permeate markets that we could not normally afford.	Part of event brand awareness, measured by campaign metrics and team registrations.	Economical and targeted approach to promote event registrations.	\$2,000.00	<p>Yes, method was successful to garner increased team registrations and increase event awareness to dragon boat club teams across the U.S. and Canada.</p> <p>KCVB used the funds to promote the Rocky Mountain Championship in a lead generation and awareness building campaign. The RMC was targeted to high performing dragon boat club teams to entice them to register and attend the Montana event for the first time. Ads were highly targeted to those interested in dragon boating. Objective: secure last RMC spot and raise awareness of event. Used 2017 campaign as springboard but created new FB audiences and pixels. Audiences included lookalike of 2018 registered teams, look alike of 25% video views, dragon boat interest audiences, and retargeting ads to people who viewed landing page but didn't complete form. Results: 98,400 impressions; 49,504 reach, 309 link clicks, 21 leads, 4 completed registrations. Method also included live posts during event to engage audience that did not attend to keep them as engaged database.</p> <p>KCVB will continue to use this method to promote events as applicable.</p> <p>Attachment: 2018 MT Dragon Boat promotion report</p>	KCVB 2018 Dragon Boat social media ad campaign.pdf
Events	Electronic Adv - Newsletter, E-blast	Digital advertising including video promos and emarketing to promote event and solicit registrations and spectators.	Participants register for our signature events from across the U.S. and Canada. We have successfully used the event as the draw, either through promotion of a team within their hometown media or the uniqueness of the event in Montana, to enable Kalispell to permeate markets that we could not normally afford.	Part of event brand awareness, measured by registrations and spectator volume.	Connect with markets that have existing teams/ participants to increase event awareness and attendance.	\$1,000.00	<p>Yes, method was successful. Electronic marketing - newsletters is an effective media to maintain connection with established event database and extend reach to potential event participants to maintain and increase registrations. Newsletters promoting the 2018 Montana Dragon Boat Festival started early in 2017 as teams make their race schedules early.</p> <p>10 newsletters were sent to a total of 4,932 recipients during FY19. Achieved an average open rate of 60.77%, average click rate of 34.65%.</p> <p>KCVB will continue to utilize electronic newsletters for event promotion as applicable.</p> <p>Attachment: Newsletter report with sample newsletters</p>	Event Promotion - electronic report.pdf
							Yes, the method was successful. The M&C database for	

<p>Group Marketing</p>	<p>Online/Digital Advertising</p>	<p>Promote Kalispell to qualified meeting planners, associations and corporate planners to solicit RFP's and build our database.</p>	<p>Meeting planners can find information on conference facilities and hotels within each destination, offer one RFP to multiple destinations, and receive unlimited local advice from their destination experts. (Empowermint)</p>	<p>Number of qualified leads and increase our database.</p>	<p>Use an industry recognized platform such as Empowermint to connect with qualified planners interested in our destination.</p>	<p>\$10,000.00</p>	<p>quarterly enews increased by 62 opt-in subscribers and we received several qualified leads for KCVB's meeting planner FAM and RFP requests. In addition, the Tour Operator database for quarterly enews increased by 25 opt-in subscribers.</p> <p>Primary objective of marketing campaign was to increase awareness of Kalispell as a desirable destination for meetings and conventions, increase the number of qualified leads and RFP's, obtain leads for FAM attendees, encourage e-news sign ups and downloads of the M&C guide.</p> <p>KCVB online digital advertising included Empowermint subscription, custom landing page on DK.com, targeted digital ads through Facebook and Linked In, and a case study featured in Meetings Today, a national publication for the meeting planner industry. Case study was included in Meeting Today's annual resource guide. Discover Kalispell was selected to be one of the limited number of case studies featured.</p> <p>EMint program did not produce RFP leads during FY19. We did receive 8 RFP's from CVent, a program KCVB subscribed to in the past and that continues to provide leads.</p> <p>FaceBook ads generated 894 clicks to site and 100,684 impressions. Linked in ads generated 540 clicks and 97,644 impressions.</p> <p>KCVB will continue to utilize targeted campaigns to connect with meeting planners.</p> <p>KCVB will not continue with Empowermint in FY20 as we're not seeing enough quality or quantity of leads.</p> <p>Attachment: Campaign media plan, Facebook ad, and case study from Meetings Today.</p>	<p>DK-MC-Spring19-CampaignOverview.pdf</p>
		<p>KCVB utilizes part-time services of the KCVB sales manager to administer bed tax</p>					<p>Yes the method was successful.</p> <p>KCVB utilizes part time services of the KCVB group sales manager to administer bed tax funded projects such as social media, event promotion, meetings, convention and group sales, DMO subscriptions and opportunity projects, all with the expectation of growing the database of active meeting planners and receiving RFP's for group events.</p> <p>Development and maintenance of CVB/DMO resources</p> <ul style="list-style-type: none"> • Example-IDSS Destination Management System <p>Soliciting and bidding on conferences and tournaments</p> <ul style="list-style-type: none"> • Examples-2019 MT Showcase Soccer Tournament, 2021-2023 MT DECA State Career Development Conference, 2020 Outdoor Media Summit, 2019 Purpose Driven Tours, 2020 MT Ghost Town Preservation Society <p>Responding and managing group RFP's</p> <ul style="list-style-type: none"> • Examples-2019 MT Communicator Conference, 2020 MEDA (MT Economic Development Association), 2021 MT District #5350 Conference, 2019 Montana Symposium <p>Facilitates rooming lists for conferences and tournaments</p> <ul style="list-style-type: none"> • Examples-2019 Beer Now, 2019 MT Young Professionals <p>Sourcing and promoting group tour activities</p>	

Group Marketing	Group Marketing Personnel	funded group marketing projects which include but not limited to: development and maintenance of EMpowermint subscription, responding and managing group and event RFP's and facilitating event press promotions and media outreach and printed material.	Group and meeting & convention marketing serves to create visitations during targeted months. Connecting with the target audience requires dedicated personnel to effectively communicate and create innovative solutions.	Growth in the database of active meeting planners in drive market and acquisition of RFP's and other group events.	Group and meeting & convention marketing is a key goal and strategy for the KCVB.	\$12,000.00	<ul style="list-style-type: none"> Examples- continually searching for new and unique group activities to promote and businesses and organizations to partner with, assist with spousal activities, creating customized itineraries, and activities for groups and tour options <p>Assist with FAM (Press) trips</p> <ul style="list-style-type: none"> Examples- One meeting planner FAM, Individual FAM with USS St. Paul Association, International Media Trip with four visitors, visits from International tour operators, various site visits with local planners and meeting magazine writers <p>Attend trade shows related to meetings, conventions and tour and travel market</p> <ul style="list-style-type: none"> Example-IMEX, Small Market Meetings, International Roundup, IPW <p>Assist with administration of social media channels</p> <ul style="list-style-type: none"> Example-Smart Meetings Coop, Real America twitter chat (monthly), Discover Kalispell LinkedIn page (weekly) <p>Partner Outreach</p> <ul style="list-style-type: none"> Example-regular visits with Kalispell lodging properties and activity providers, facilitating group sales outings with property representatives, providing lodging availability report to West Glacier VIC, work directly with organizations to assist in citywide bids, began a networking group of CVB sales managers statewide to talk about challenges and successes in the industry <p>The M&C database increased by 62 opt-in subscribers and we received 6 qualified leads for KCVB's meeting planner FAM. The Tour Operator database increased by 25 opt-in subscribers. KCVB received 8 additional RFP's from meeting planners.</p> <p>The KCVB will continue to utilize our Group Sales Manager to assist with bed tax funded projects. The KCVB marketing plan is supported by both TBID and bed tax budget so it is important to have collaboration and consistency when implementing the projects.</p>	
Marketing Support	Administration	Admin funds include required expenses for operation of the KCVB such as rent, supplies, postage, bookkeeping, equipment, tech support, janitorial, miscellaneous and employer costs related to staff wages/taxes.	Administrative/operational costs are necessary to successfully operate a business/organization.	Maintain operational costs within established budget.	Operational and staffing costs are essential to operate a business.	\$18,000.00	<p>Method was successful. Administration actual spending was kept at 20% or less than the total marketing budget, as required by the Rules & Regulations. Budget = \$18,000; actual = \$17,945.85. Total fiscal year budget = \$148,974; admin was less than 20% of total budget.</p> <p>KCVB will continue to use Admin funds</p>	

Marketing Support	TAC/Governor's Conference meetings	The KCVB Director will attend TAC meetings and the annual Governor's Conference.	Funding and marketing plan are approved by TAC, attendance at TAC meetings is required.	Completion of travel within budget.	Attendance at TAC meetings is a requirement as part of the use of the bed tax funds. Governor's Conference provides insights and education for destination marketers.	\$700.00	<p>Yes, method was successful. Attended Governor's Conference and all required TAC meetings including TAC Research Summit within approved per diem. Final budget for method = \$1,300; actual expenditures = \$1,248.23.</p> <p>KCVB will continue to use this method to attend TAC meetings and Governor's Conference on Tourism and Recreation.</p>	
Marketing Support	VIC Funding/Staffing/Signage	KCVB supports a full time year-round travel counselor and additional seasonal coverage at the VIC. VIC staff maintains superior information resources, responds to inquiries submitted by phone, email, and walk-ins, compiles and inputs VIC data, completes fulfillment requests, solicits and trains volunteers and analyzes visitor satisfaction levels.	In 2018 the VIC had 9,779 total inquiries. The VIC serves an important role as the source of information for potential and in-market visitors. The VIC is also a critical resource during times of crisis such as wildfires, smoke in area from regional fires, and event cancellations due to weather conditions.	Increased total number of inquiries to VIC and fulfillment packets requested. Expand VIC hours between the third week of June to September (after labor day) to 7 days a week.	The VIC staff is often the face of Kalispell and the Kalispell Chamber/CVB to a first time visitor. It is imperative that adequate staffing be maintained to provide superior services and keep visitors engaged with our destination.	\$33,000.00	<p>Yes the method was successful. During FY19 the Kalispell VIC was open and staffed by the VIC Coordinator M-F, 8am-5pm year-round (excluding some U.S. holidays). Saturday and Sunday hours were added between mid-June to after Labor Day which was staffed by part time seasonal staff. A group of 8-10 volunteers work in the VIC during the summer, also managed by the VIC Coordinator.</p> <p>The VIC Coordinator maintains the VIC including stocking brochure racks, creating new and expanded resources for visitor information, maintaining calendar of events on multiple websites, and increasing awareness of the VIC within the local business community to generate more visitor inquiries. An electronic guest registry is used to track visitor demographics and aid in our postcard follow-up program. The VIC Coordinator collects visitor information requests via email, website, and phone calls and mails the visitor packets. She also provides monthly and annual reports on VIC traffic. The VIC Coordinator produces monthly and seasonal event calendars that are sent to local hotels and other visitor points of interest.</p> <p>VIC Staff (full time and seasonal) worked a total of 2,347 hours during FY19.</p> <p>A total of 10,693 inquiries were received at the VIC, a 9.34% increase over FY18. Inquiries included 6,029 walk-ins, 1,995 phone calls, and 2,384 fulfillment requests (a 139% increase of FY18). Top 10 markets for walk-in visitors to the VIC were MT, Alberta, CA, TX, British Columbia, WA, PA, MI, OR, AZ. Also saw increases in walk-in visitors from Australia and Germany.</p> <p>KCVB will continue to support the VIC and appropriate level of staffing.</p> <p>Attachment: FY19 VIC summary report</p>	FY19 Kalispell VIC summary report.pdf
							<p>Yes, the method was successful. Opportunity funds enable KCVB to partake in unanticipated marketing methods. KCVB utilized opportunity funds for a media event, sponsorship of the West Glacier VIC, and additional funding to support a comprehensive cooperative campaign to promote a new non-stop flights to Kalispell.</p> <p>San Francisco Media Event: KCVB partnered with Glacier Country, Destination Missoula, Explore Whitefish to host an invitation-only event in San Francisco. 32 media reps including digital and traditional travel media, bloggers and influencers were invited to the Nov 7, 2018 event held at the Comstock Saloon.</p>	

Marketing Support	Opportunity Marketing	KCVB plans to coop with Glacier Country to produce media events in target markets and other opportunities as they become available during FY'19.	Previous fiscal years have shown that there are opportunities that come available during the year.	Success will be determined based on projects implemented. During FY19 opportunity funds were used to support 1) PR media event in San Francisco, a coop with Glacier Country, Destination Missoula and Explore Whitefish, 2) sponsorship of the West Glacier VIC, 3) PR to promote the video series and launch of Taste Our Place in Kalispell, and 4) extra media buy to support the coop campaign promoting the new direct flights to Kalispell during warm season 2019.	Opportunity funds are in place to allow the KCVB to participate in co-op or other marketing and/or publicity opportunities that become available during the year.	\$9,000.00	<p>Event enabled us to have one-on-one conversations about western Montana and our specific destinations to build relationships with the goal of securing future earned media and press-trip interest. One-sheet with story pitches, suggested itineraries and photos from each destination was provided to the attendees. Table toppers were featured at the event to highlight unique activities in western Montana. Contacts have been added to our newsletter database and we are working potential leads. KCVB will continue to participate in media events as a partnership with Glacier Country. Attachment: media event handout</p> <p>West Glacier VIC: The KCVB sponsors the VIC at West Glacier to provide information on things to do and places to go outside of the park. During the peak season visitors need alternatives for things to do if roads are backed up or areas closed due to high traffic. The VIC is located at the Glacier Conservancy store - the Belton Train Depot, and manned by Conservancy staff and volunteers. Visitor guides, lodging lists, and electronic displays with information are available to VIC visitors. Data was not collected by the volunteers regarding number of walk-ins and residency of origin. We know that the VIC busy during the summer due to its prominent location at the entrance to West Glacier. Supply of approximately 200 visitor guides is distributed each year. KCVB will continue sponsorship for summer of 2019 (paid in FY20) then reevaluate whether to continue support in FY21.</p> <p>Spring digital campaign: KCVB utilized opportunity funds to enhance a larger campaign which promoted new non-stop flights from Dallas, Chicago and Los Angeles to Kalispell. Opportunity funds were used for a Paid Search campaign directed at Chicago and LA markets, targeting those searching Montana flights and Montana vacation based key phrases. Total impressions received = 64,161; Clicks to website = 1,706; Visitor Guide requests = 67. The overall campaign was a partnership with MOTBD, Explore Whitefish, Glacier AERO and Glacier Country, included electronic billboards, native ads, social ads, display and retargeting ads, and a press trip. Overall digital campaign components related to Kalispell ads generated 1,093 visitor guide requests, 3M impressions and 21,245 clicks to website. KCVB views the project as a success and will utilize opportunity funds in the future if a last minute viable promotional campaign opportunity presents itself. Attachment: Campaign report</p> <p>Taste Our Place: KCVB worked with Made In Montana staff to produce a launch event for Taste Our Place in Kalispell. Four businesses were included in the launch: Montana Coffee Traders, Ceres Bakery, DeSoto Grill and Hops Downtown Grill. Opportunity funds paid for a news release to be drafted and submitted to media promoting the launch event day and the Taste Our Place program. Attachment: Press Release</p> <p>KCVB will continue to utilize the Opportunity marketing method so that we have the ability to take advantage of opportunities that arise during the fiscal year.</p>	GC18_Media Event One Sheet 11x17_110718.pdf
		Outreach funds will be used to allow the KCVB to	Tourism funding has been revoked or is at risk in other states and destinations when public officials don't understand the importance of tourism to the state and local economy and don't					

Marketing Support	Outreach	support tourism related organizations that are important to advancing state tourism industry such as Voices of Montana Tourism.	understand that tourism promotion is essential to maintain and grow an area's share of non-resident visitor spending. The Business Roundtables put on by Voices of Montana Tourism serve to educate County legislative delegation and local industry professionals on the importance of tourism and tourism promotion to the area's economic vitality.	Provide financial support to Voices of Montana Tourism to host one business & legislative round table in Kalispell.	The outreach funds are seen as assisting in the promotion and security of the tourism brand within the state.	\$1,000.00	<p>Yes, method was successful. KCVB provided a sponsorship to Voices of Montana Tourism so they could hold a business roundtable in Kalispell during FY19 and to promote the importance of tourism and tourism marketing to the state. The Roundtable events serve as an important outreach to local and statewide business community and legislators.</p> <p>KCVB will continue to use the Outreach method as part of our marketing strategy.</p>	
Marketing Support	Wayfinding	Funds to be used for maintenance and replacement of existing signs when necessary due to damage or new resources needing to be listed.	Wayfinding is important for people to make their way through unfamiliar areas because it improves efficiency, accessibility, and decreases frustration, time spent giving or looking for directions, and directs visitors to our amenities and services. When you have a great experience in an unfamiliar place, chances are you were able to navigate your visit easily without much frustration. When you enjoy experience you will find yourself wanting to frequent that destination more often. (Importance of Wayfinding, Actually We Create)	Success will be measured by all 68 signs in the wayfinding system being maintained in good working order.	The existing Wayfinding system needs to be maintained to provide visitors with accurate information presented in a professional manner.	\$5,000.00	<p>Yes the method was successful. All 68 signs in the city-wide wayfinding system are in good working order as a result of employing this method. During FY19 the funds were used to repair one sign damaged by a snow plow.</p> <p>KCVB will continue to use the Wayfinding method to maintain existing signs and create new signs as needed.</p>	
Marketing	Fulfillment/Telemarketing/Call	Phone, postage and supplies to fulfill visitor information requests through the Kalispell VIC. Fulfillment	A visitor information center is the first point of contact for many consumers. It is important to have the process and staffing in place to answer questions and send the proper information to keep the potential traveler	Increased total number of inquiries to VIC and fulfillment packets requested. Expand VIC hours between	Increased total number of inquiries to VIC and fulfillment packets		<p>Yes, the method was successful. VIC and visitor information services including visitor guide, continue to be the way to reach and engage with certain demographics of visitors.</p> <p>During FY19 the Kalispell VIC was open 8-5 Mon-Fri year round with the addition of Saturday and Sunday hours from late June to after Labor Day. VIC is staffed by full time VIC Coordinator along with part time employees to cover summer weekends and designated holidays. Volunteers assist during the week June through September. The kalispell VIC Coordinator and summer part-time employees are funded by lodging tax. A total of 2,347 hours during FY19.</p> <p>A total of 10,693 inquiries were received to the VIC in FY19. 2,384 visitor information packets were mailed, a 139% increase from FY18. Visitor guide is still a popular item for walk-in visitors to the VIC and at travel shows and targeted distribution points. We also ran effective retargeting ads which converted to visitor guide requests. The VIC sends followup postcards to walk-in visitors that provide a mailing address, thanking them for visiting Kalispell as well as a personal note attached to visitor guides</p>	FY19 Kalispell

Support	Center	piece is the Kalispell Visitor and Guide and other niche brochures as requested.	engaged with our destination. In 2017 the VIC had 6,371 walk-ins, 1,700 fulfillment packets mailed 1,680 phone inquiries, sent 234 follow up postcards and 137 welcome letters.	late June and September (after labor day) to 7 days a week.	requested demonstrates increased brand engagement.	\$4,300.00	<p>mailed. VIC also has a followup program in place to mailing and email requests for visitor information.</p> <p>Top 10 states requesting a visitor guide to be mailed: CA, TX, MT, IL, FL, MN, WA, PA, WI, MO.</p> <p>Fulfillment funds were also used to deliver Kalispell visitor guides to rack locations managed by Certified Folder in Missoula and Yellowstone areas. A total of 6,000 guides were distributed by Certified Folder at 202 racks within those regions between December-March. This distribution method is utilized when it is determined that we have a surplus supply of guides at the end of the year (prior to release of new guide).</p> <p>KCVB will continue to use fulfillment services through the VIC staff to fill requests for visitor guides. To be determined whether we will contract with Certified Folder in FY20 for guide distribution.</p> <p>Attachment: FY19 KCVB Fulfillment report</p>	Fulfillment summary report.pdf
						\$137,000.00		

Marketing Method Evaluation Attachments

- Attachment 1** KCVB Budget vs Actual FY19 FINAL.pdf
- Attachment 2** M&C-Fam-signup-04-2019.jpg
- Attachment 3** 2019 Meetings Today Case Study.pdf
- Attachment 4** DiscoverKalispell_6x8_LAX_tradeshaw.pdf
- Attachment 5** KCVB Budget vs Actual FY19 PIE CHARTS.pdf
- Attachment 6** Kalispell Taste Our Place PRESS INVITE.pdf
- Attachment 7** Spring Digital Campaign - Opportunity Funds.pdf
- Attachment 8** Consumer print advertising - additional projects.pdf
- Attachment 9** Spring Digital Campaign - Consumer Online Advertising.pdf
- Attachment 10**

Marketing Method Budget

Marketing Segment	Marketing Method	Bed tax funded budget	Non bed tax funded budget (optional)
Consumer	Photo/Video Library	\$3,000.00	\$2,000.00
Consumer	Social Media	\$8,000.00	\$5,000.00
Consumer	Online/Digital Advertising	\$22,000.00	\$27,000.00
Consumer	Print Advertising	\$8,000.00	\$8,000.00
Consumer	Travel/Trade Shows	\$2,000.00	\$2,750.00

Consumer	Printed Material	\$3,000.00	\$8,000.00
		\$46,000.00	\$52,750.00
Events	Press Promotions/Media Outreach	\$1,000.00	\$0.00
Events	Social Media	\$2,000.00	\$0.00
Events	Electronic Adv - Newsletter, E-blast	\$1,000.00	\$0.00
		\$4,000.00	\$0.00
Group Marketing	Online/Digital Advertising	\$10,000.00	\$17,000.00
Group Marketing	Group Marketing Personnel	\$12,000.00	\$0.00
		\$22,000.00	\$17,000.00
Marketing Support	Administration	\$18,000.00	\$0.00
Marketing Support	TAC/Governor's Conference meetings	\$700.00	\$0.00
Marketing Support	VIC Funding/Staffing/Signage	\$33,000.00	\$0.00
Marketing Support	Opportunity Marketing	\$14,974.00	\$0.00
Marketing Support	Outreach	\$1,000.00	\$0.00
Marketing Support	Wayfinding	\$5,000.00	\$0.00
Marketing Support	Fulfillment/Telemarketing/Call Center	\$4,300.00	\$0.00
		\$76,974.00	\$0.00
		\$148,974.00	\$69,750.00

Miscellaneous Attachments

Description	File Name	File Size
FY19 Discover Kalispell Destination Marketing Plan	FY'19 Marketing Plan - Bed Tax Approval.pdf	4.0 MB

Reg/CVB Required Documents

Description	File Name	File Size
KCVB Required Documents: Applicants Certificate of Compliance (with copy of resolution) Application for Lodging Tax Revenue Pledge of Understanding	KCVB Required documents - All.pdf	1.1 MB

