



**Grant Details**

**80683 - FY20 Region/CVB Marketing Plan**

86706 - FY20 Kalispell CVB Marketing Plan

DOC Office of Tourism

**Grant Title:** FY20 Kalispell CVB Marketing Plan  
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**Project Dates** 07/01/2019

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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?*

**About Kalispell Montana**

Here in the Flathead Valley life is awe-inspiring and simple at the same time. That ability to both lose ourselves – to wander in millions of acres of protected and pristine lands – or find ourselves by channeling the confident frontier spirit that drove the development of this regional powerhouse, is what makes this mountain community a destination. What sets Kalispell apart is the way two worlds come together. This is a town dripping with history but not stuck in the past. Without sacrificing that old Western charm, Main Street has been revitalized in recent years with new shops and restaurants injecting a modern feel into the classic Western architecture. Kalispell is an eclectic community with artists and bankers co-mingling over a plate of tapas, then moving down the street to shoot some pool. It's ballet class for the kids while mom and dad browse through used books or sip a latte while a bass player picks away in the corner. Our spirit is in our balance, between our work life and our home life, and between playing and building, all while remembering what really matters, the time with each other and the land that keeps it all in perspective.

**Kalispell's Nonresident visitor characteristics**

Group Characteristics: 15% all first time visitors; 73% all repeat visitors; 82% plan to return within 2 yrs

Primary reason for trip: 60% vacation/recreation/pleasure; 21% visit FRF or attend event

If on vacation, attracted for: GNP, mountains, family/friends, open space

Sites visited on trip: GNP, Flathead Lake state parks, YNP, other MT state parks; Natl Bison Range

Top activities: scenic driving, day hiking, wildlife watching, photography, visiting historical sites, shopping, camping, breweries, museums, Indian reservations, farmers markets, and attending festivals/events.

Residency of origin: WA, ID, Alberta, CO, WI, MN, IL, OH, CA, OR

Age groups represented: 36% - 55-65 years; 33% - 65-74 years; 20% - 35-44 years; 19% 45-54 yrs

(Source: ITRR 2018 Quarterly Non-Resident Survey – spent at least one night in Kalispell)

#### **Expenditure Data**

Non Resident visitors spent \$530M in Flathead County during 2017.

#### **Destination Facts**

Number of lodging properties in Kalispell: 22

Increased hotel room inventory in the Flathead Valley: 595 new guest rooms since 2016 (2016 = 325; 2018 = 186; 2019 = 84)

Glacier National Park: 2.96M recreational visitors in 2018. Non-peak monthly increases: Mar +13%; May +9.7%; Sep +11.7%; Oct +8.9%; Nov +32.5%; Dec +41.6%.

Kalispell's Glacier Park International Airport (FCA) is served by five major airlines – Alaska, Allegiant, America, Delta, United - which fly to 13 cities (some seasonal).

- New flights secured for 2019: non-stop service to Dallas, Chicago, Los Angeles, Phoenix/Mesa
- 2018 - 307,076 enplaned passengers, a 14% increase

Intl travel: 110 tour operators offer product in Kalispell. Over 5,000 estimated room nights and \$1.4M in spending generated from Intl Travelers in Kalispell. (Source: 2017 RMI, T.R.I.P. report)

FVCC One Campaign: \$18M of new construction for new library, student center and performance/athletic facility.

Kalispell Core and Rail Redevelopment: project creates a rail-served industrial park on the outskirts of Kalispell, builds a beautiful new linear park with biking and walking trails in the downtown core, and opens up the Core Area and historic downtown to vast business opportunities.

#### **Kalispell Strengths**

Increased availability of non-stop flight destinations to Kalispell due to efforts by the business and tourism community and Glacier AERO.

Energized community: Kalispell area was named the third-fastest growing micropolitan community in the nation for the second year in a row. A strong economy leveraged by tourism, manufacturing, retail and health care.

Core area and rail project: committed City and other stakeholder groups

Annual destination events that increase visitations: Montana Spartan Race, Montana Indoor Soccer Championship, Skijoring at Rebecca Farm, The Event at Rebecca Farm, Three Blind Refs

Well-preserved cultural offerings: Conrad Mansion Museum, Hockaday Museum of Art, The Museum at Central School

State Parks: Kalispell is surrounded by eleven state parks providing trails, activities, interpretative visitor services, and water-based activities.

Montana's iconic natural landmarks located in Kalispell's backyard: 32 miles from the entrance to Glacier National Park, 10 miles to Flathead Lake, surrounded by 2M acres of Flathead National Forest.

#### **Kalispell Challenges**

Weather conditions that are deviating from historical patterns pose a challenge when promoting outdoor recreation and outdoor events that rely on certain weather conditions. Changes in water temperatures impact fisheries and water-based activities. The impact of national media headlines around wildfires in GNP, as well as the wildfire smoke from surrounding states is impacting visitations to our area.

Aquatic Invasive Species pose a threat to the Flathead basin waterways. The impact to Montana from zebra mussels alone is estimated at \$234M in mitigation costs and lost revenue. (Source: Flathead Lake Biological Station)

Availability of Short Term Rentals (Airbnb, VRBO) continues to increase in Kalispell and Flathead County impacting the occupancy and ADR at traditional lodging properties.

Canada is a primary market for northwest Montana noted mostly in visitations for shopping and recreation as well as real estate investments. Alberta's economic momentum in 2018 was impacted by the discount on Alberta's oil which widened to record levels impacting jobs and available discretionary income for Alberta's residents for travel. Alberta economy is forecasted to grow 1.6% in 2019. The 2018-2019 9-month exchange rate was stated at 76.6 cents, lower than 2017-2018. (Source: Treasury Board and Finance, Government of Alberta, 2018-19 Q3 Fiscal Update and Economic Statement)

Potential increase in fuel tax to commercial airports (Montana legislation) challenging our ability to attract new carriers and flights.

#### **Kalispell Opportunities**

Destination and product development: The increased number of sports and conference and event facilities being developed within our competitive set highlights the need for Kalispell to prioritize the expansion of venues and other tourism assets.

Environment: The natural environment is the cornerstone of Kalispell and its tie to agriculture and recreation. Discover Kalispell's commitment to being a steward of our resources will be integrated in our communication and promotional strategy and our alliances and partnerships with area non-profits and eco-conscious businesses.

Increased average annual occupancy: Glacier National Park and Glacier Park International Airport saw increased visitations in 2018 during the shoulder and winter months. Discover Kalispell strategy serves to increase the group, event and corporate visitations to help smooth out the seasonality of occupancy and ADR.

Positioning and branding: Discover Kalispell recently completed a destination tourism strategy plan which defines a broader and more differentiated positioning of Kalispell and our customer's loyalty. The identified strategies and action steps from the plan will be implemented during FY20.

Enhanced consumer trip planning tools: DiscoverKalispell.com executed a direct booking engine in FY19. That trip planning tool will be expanded to enable engaged travelers to seamlessly book lodging and activity packages.

### **The Montana Brand and Kalispell**

Kalispell fits perfectly with the Montana Brand enabling Discover Kalispell to work cooperatively with the Montana Office of Tourism and Business Development and other region and CVB partners.

**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.

### **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. Montana in general and Kalispell specifically, are not necessarily 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. Several studies have been conducted to gain insight into leisure travel intentions, motivators and detractors based on the knowledge that American's don't take the vacation time they have earned. A study highlighted in USTravel.org shows these top motivation factors by gender: (see attachment)

Several factors can attribute to the catalyst to decide to plan a trip such as a desire for escape, rest, adventure or social interaction. An effective destination marketing campaign captures the attention of that motivated traveler.

#### **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. Consumers are checking an average of 38 websites before they click 'book' making it harder for a destination to get noticed. (Expedia Travel Group)

**Messages:** Speak to the desire for a trip that includes a mountain community, outdoor recreation, relaxation, friendly-small town feel, and 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 (Glacier National Park, Flathead Lake). Highlight family-friendly events and activities. Tell an inspiring story of what makes our community special. Most travelers are also considering the trip in the inspiration stage and the budget continues to have a strong influence throughout the planning cycle.

#### **Tools:**

- Destination websites – discoverkalispell, visitmt, glaciermt
- Targeted content and search marketing
- Discover Kalispell social media channels
- Blogs, articles, and inspiring photos & videos – demonstrate the unique Kalispell culture
- Sponsored content in targeting and retargeting campaigns
- Emarketing to loyal fans – keep followers engaged
- Travel shows – 1:1 conversations with potential travelers in key markets
- Earned media/WOM – let others tell your story

#### **Stage 2: Orientation – Planning**

The 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 diverse events and activities, downtown Kalispell, variety of dining choices, locally-made products, and suggested outdoor itineraries. Soften the perception that they will be isolated (being without common amenities) and the perceived challenges of harsh weather. Highlight local food, craft beverage scene, arts and culture, recreation, and natural resources.

#### **Tools:**

- Website – Discoverkalispell.com
- Consumer reviews and ratings on travel platforms
- Be present on popular travel sites
- Strong call to action in all content
- Customized content for emarketing database
- Local events calendars
- 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 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
- Lodging booking engine on DiscoverKalispell.com
- Lodging and activity discount packages on DiscoverKalispell.com
- 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
- Links to a variety of maps on DiscoverKalispell.com
- Resources - i.e. list of boat rentals and guided tours on Flathead Lake with complete contact info
- Visitor Information Center that's open year-round

### **Stage 4: The Experience**

Travelers rely on mobile to get their bearings once arriving at a destination. Once they are here, a destination and other tourism businesses need to be present with resources on websites, apps, and social media, including a way to tap into local knowledge.

### **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

**Optional: Include attachments here**

About Discover Kalispell.pdf

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

### **Leisure – Consumer Travel Segment**

Kalispell is a mountain destination community attractive to travelers for its friendly/small town feel, community vibe and mindset, family-friendly accommodations and activities, affordability not found in a resort mountain destination, and proximity to iconic outdoor recreation including Glacier National Park.

Consumer segment high potential visitors include family travelers, active matures, outdoor recreation seekers, adventure motorcyclists, arts and culture enthusiasts, and sports event attendees.

- Adventure motorcyclists take multiple trips per year and have a median age of 46. They spend nearly \$110 per day in Montana, mostly on restaurants and bars followed by lodging. Average length of stay is 2.45 nights. Preferred routes are scenic routes and designated scenic byway/highway of which Kalispell and NW Montana has several options. (ITRR Motorcycle Touring in Montana: A Market Analysis, 2019)

Key Geographical Markets are Washington, California (Los Angeles), Illinois (Chicago), and Alberta. Year-round promotions are targeted to Los Angeles, Chicago, Seattle, Spokane/CDA, and Calgary. Seasonal highlights are focused to the drive markets of Spokane/CDA, Seattle, Calgary, and Lethbridge.

### **Sports and Events Segment**

Discover Kalispell has created and organized major destination events since 2012. While this continues to be a key strategy in FY20 the Discover Kalispell grant program will be expanded to provide increased support for events and other tourism assets produced by community organizations.

- In 2018 and 2019 a partnership with Flathead Soccer Club enabled Kalispell to host major soccer events providing measurable visitations in early June, expanding the peak season increased occupancy.
- Discover Kalispell supports local academic leadership to bring state-wide tournaments and events to Kalispell.
- In FY19 Discover Kalispell supported organizers to host a large tribal event, as well as a variety of conference events, press media events, and community events that enhance the vibrancy of downtown.

### **Groups/Meetings & Conventions Segment**

Kalispell has twenty two TBID hotels and ranges from 6 rooms to 170 rooms per property for a total of 1,946 rooms in market. My Place, opening June 2019 is a limited service hotel with 84 rooms (included in the total). Larger flag properties in Kalispell include Hilton brands, Best Western, Radisson, Holiday Inn, LaQuinta, Marriott and Red Lion.

- Groups of 10-500 can be comfortably and adequately accommodated in Kalispell. The most common group size is 50-150.
- The two largest convention hotels can accommodate up to 280 rooms per night and have over 26,000 square feet of meeting space.
- Larger groups that require more meeting space can be easily arranged between the two convention hotels, with the efforts of the sales team, meeting coordinator and Discover Kalispell. Many affordable options for overflow rooms are located close to the convention hotels.
- Along with the convention hotel space there are numerous unique venues in Downtown Kalispell that also serve as part of Kalispell's cultural assets.

Destination choices are important to meeting planners to promote the maximum attendance. Trends by Benchmark and Social tables indicate that unique and purposeful experiences rank high on attendee preference. Groups are seeking post conference-hour adventures, pre and post excursions, and attendees want planners to provide meaningful teambuilding activities during the meetings according to Meetings Today Trends survey.

M&C Key Segment: Association continues to be a strong market for Kalispell. It has been the most reliable and dependable market largely due to the predictability of the rotation process, number of members and bylaws for state, regional and national.

Kalispell area was named the third-fastest growing micropolitan community in the nation for the second year in a row. Health care expansion, manufacturing and tourism continue growing at a rapid pace for the Flathead Valley. Industry professionals find it important to network with like-minded associates, to be a voice and advocate in their industry, and be exposed to industry trends. Joining associations helps provide them with a competitive edge, give insight and act as a resource to the organization.

M&C Geographical Market: Discover Kalispell has steadily been growing awareness and building relationships with planners in the Puget Sound area and will build on that momentum. Seattle is the closest major U.S. city to Kalispell. Other cities in the Puget Sound region 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 services from Whitefish. Seattle is often considered a regional location for association conferences because of the proximity to the airport, city amenities and coastal scenery. Kalispell offers the close proximity and city amenities however the differences are our mountainous scenery, friendly community, abundance of outdoor activities and all at a reduced out-of-pocket expense.

Discover Kalispell attends trade shows that target Pacific Northwest meeting planners such as Connect, Smart Meetings and MPI. Previous attendance at these shows has given Discover Kalispell the opportunity to retain engagement with those planners through our quarterly M & C E-news and annual FAM trips. Small Market meetings fits Discover Kalispell's criteria for both meeting size and the variety of planners. A new show for Discover Kalispell in FY20 is MPI-Cascadia which focuses on the Pacific Northwest meeting planners and has educational programs for both planners and suppliers.

Referral Program: The Bring it Home campaign is a referral program in its fourth year. It has proved to be successful in bringing in conventions of up to 500 attendees. Locals receive a \$10 gift card for every meeting or group referral they give. Our local professionals are passionate about where they live and relieved there are resources like the Discover Kalispell that can help support the group, both financially and as boots-on-the-ground assistance. The Kalispell Chamber of Commerce continues to be a strong resource for Discover Kalispell with their membership of over 700 businesses and associations. We are able to market the Bring it Home program, educate our community about Discover Kalispell's services through luncheons, newsletters and chamber staff.

Market Segment Occupancy Report: The majority of Kalispell's TBID hotels provide monthly market segment occupancy data. The segments include Corporate, Events, Government, Group, Tours and Transient/Leisure. Discover Kalispell compiles the information and utilizes the statistics for market strategy direction and keeping apprised of Kalispell trends. For example, during FY17 the average corporate segment occupancy was 14% of total and in FY18 it increased to 19% with increases noted in all quarters from the reporting hotels. This is contributed to the retail, corporate and highway construction occurring in the Flathead Valley. Higher transient occupancy was noted for those months and group percentages were higher compared year over year, providing compression to non-conference hotels. Discover Kalispell uses the report to closely monitor the tour group numbers with anticipation of steady growth as a result of the hosting International Roundup and increased promotional efforts to domestic and international tour operators. (see attachment)

### **Communication to Key Market Segments**

Discover Kalispell utilizes monthly, quarterly and annual campaigns to promote Kalispell as a travel destination and to promote the professional services provided through Discover Kalispell for meeting planners and tour operators.

Content marketing campaigns are ongoing through social media, search ads, website marketing, and travel guide promotion. Seasonal campaigns promote shoulder season events and local experiences.

Attendance at consumer travel shows in the Calgary, Spokane and other markets generate new followers and provide means to continue engagement with existing followers.

Discover Kalispell is an integral part of community conversations to keep stakeholders and residents informed about tourism-related activities and the importance tourism plays in the local quality of life and to be an advocate for protection of resources.

Quarterly e-news campaigns are sent to Discover Kalispell's consumer database, a targeted meeting planner database, and a tour operator database of domestic and international tour operators. Each newsletter has audience specific content and images.

The convention hotels and meeting room stats are featured in a downloadable Kalispell Meeting Guide along with group specific information. The website provides a link to lodging packages associated with Kalispell convention, sports and group rates, and the Meetings & Group section expands on services, unique venues, and group meal planning.

Discover Kalispell continues to educate the local business community and tourism stakeholders on the economic impact attained through meetings and group business and this is achieved through presentations, monthly newsletters, and incentives to refer a meetings and conventions through the Bring it Home Campaign.

*b. What are your emerging markets?*

### **Leisure – Consumer Travel Segment**

Emerging markets: Based on new non-stop flights to Kalispell, an emerging market for FY20 is Texas (Dallas). Additionally, FIT group travel is a key market segment enhanced by Discover Kalispell's tour operator and supplier promotions and partnerships with RMI and MOTBD.

- Kalispell's Glacier Park International Airport is served by five major airlines which fly to 13 major cities (some seasonal).

## Tours Groups Segment - Domestic and International

Kalispell has the right elements, affordability and unique experiences to attract domestic, regional and international tour companies, as well as clubs and specific interest hobby groups. Discover Kalispell will seek out tour groups both domestic and international and clubs that focus on history, culture and local signature events.

Kalispell hosted the 2018 International Roundup in April (IRU). It brought in over 40 tour operators to experience Kalispell first-hand. The event had not been held in our area in over 20 years and the likelihood of hosting it again won't come around for another 20 years due to the rotation process between states and cities. The Montana Office of Tourism & Business Development contracts with Rocky Mountain International (RMI), which is the organization responsible for IRU. They specialize in international tourism marketing and PR. RMI works with Montana, Wyoming, Idaho, North and South Dakota. The countries that market this region are United Kingdom, Germany, Australia, France, Italy, Benelux and Nordic and they all have a RMI representative in each country.

Discover Kalispell markets to the group travel segment through tour operator media outlets and attending industry shows including IRU, International Roundup, and IPW, International Pow Wow, in cooperation with MOTBD and other CVB's and regions.

**Optional: Include attachments here.**

The Travel Decision Process.pdf

c. *What research supports your target marketing?*

## Destination Marketing Industry Trends

Content – authentic and engaging content – is the strongest tool for a DMO to build engagement, advocacy, and positive word of mouth recommendations. The key to engaging content is telling a story about your destination and its local culture. The trends to watch when creating a content marketing strategy include:

1. IGTV and Instagram (IG) Stories: IG stories launched in 2016 and have grown 11 times faster than standard Feed posts, and comprise 47% of all IG content by major brands (Block Party via Destination Think). The introduction of IGTV switches a user's feed from square images to full-screen vertical video. It is stated that 'Stories will soon outperform the traditional news feeds of FB and IG in terms of engagement and growth' (Destination Think, 12/21/18).
2. Changing algorithms: social media platforms change their algorithms all the time. DMO's need to consider a strategy that diversifies your channels and focuses on your organization's goals for that platform. Facebook has become more about quantity and commercialization rather than a place to connect with friends and family. Viewership has slowed in recent years while its ad revenue jumped by 42%. (Entrepreneur.com, *Why social media has become so toxic and what to look for next*)
3. Influencers: Not all influencers are created equal and can be difficult to determine who is a high-quality influencer that will get your content out to your target market.
4. If the locals are supporting tourism and behind what the DMO is doing then it is effective to involve locals in marketing campaigns to effectively convey the culture and vibe of the destination.
5. Search engine optimization and search marketing are more important than ever. When beginning to research a trip, 48% of North Americans use a search engine to conduct the initial search. Additionally more than half of travelers under 34 use a general search engine to check lodging prices and find the best deal. (Hearst Bay Area Blog, 7 Tourism Marketing Trends Evolving in 2019). A strong content marketing strategy should go across all platforms and include SEO/SEM marketing.

Real-time optimization of campaigns should be an integral aspect of marketing campaigns on any platform. Understanding your audience, targeting, testing, adjusting, retargeting are a continual process during any campaign. Messaging and content crosses all platforms, tying your brand and message together seamlessly the entire way down the funnel.

The Travel Trends Report of 2019 by TrekkSoft highlights top trends for tour operators:

1. Last minute bookings are increasing: 'Bookings are generally made 13 days in advance. On mobile, this window narrows to just 5 days.
2. Advanced booking is preferred for multi-day tours. The report highlights a shift with multi-tours and activities being booked further in advance as a preferred option for travelers.
3. Travelers are visiting new destinations: 22% of participants of the survey have seen a visible increase of visitors from new destinations.
4. Requesting new experiences. Tour operators are receiving requests for unique, once-in-a-lifetime experiences, mostly common amongst millennials. Ecological and educational tours are also in demands.
5. Local history and culture experiences including walking tours continue to be a popular offering.

Destinations Analysts surveyed 831 meeting planners that represent a full spectrum of meeting and event planners with experience in a variety of industries, including corporate (42.4%), national/international association (42%), state/regional association (26.8%) and third party planners (25.6%), as well as those who regularly plan city-wides and those solely focused on self-contained meetings (44.9%).

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

1. Attendee satisfaction - Corporate Planners
2. Number of attendee registrations - Association Planners
3. Client Satisfaction -Self Contained Planners
4. Overall meeting experience -Self Contained Planners
5. Achieving meeting goals - Self Contained Planners

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

1. Geographic location -Self Contained Planners
2. Meeting facilities –Third Party Planners
3. Hotels-quality – Third Party Planners
4. Hotels-rates – Citywide Planners
5. Overall cost of holding meeting in destination – Association Planner

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

Top five most important services that a CVB provides for mid-sized meetings and the planner that perceived them to be the most value:

1. Printed destination guidebooks for attendees - Association Planner

2. Local events calendar – Third Party Planner
3. Digital marketing material – Association Planner
4. Personalized hotel selection assistance – Third Party Planner
5. Incentive packages to hold your meeting in that destination – Third Party Planner

The biggest challenge that meeting planners remain to have is staying within the budget and identifying a centrally located destination. CVB assistance is likely to be valued by those planners with budget restraints and accessible location options. The free professional services through Discover Kalispell and expanded air services available in our area surprise many planners. Kalispell is the perfect meeting destination to support our planners and grow conference attendance through: 1) our iconic location near Glacier National Park and Flathead Lake, 2) quality lodging options, 3) incentive options, 4) assistance with attendance promotion, and 5) our welcoming community.

## **FY20 Marketing Plan – Goals & Objectives**

### **Goals**

1. Increase year-round visitations from non-resident domestic and international travelers.
2. Generate earned media for Kalispell in targeted U.S. and International markets.
3. Build relationships with visitors as demonstrated through increased usage, engagement and conversions on media platforms.
4. Continue to position Kalispell as a sports and event destination by building relationships with state, regional and national promoters, tournament directors as well as local organizations.
5. Provide sponsorships through the Discover Kalispell grant program for programs and services that enhance the visitor assets and economy.
6. Promote Kalispell as a destination for domestic and international tour group travel.
7. Continue to build database and relationships with tour operators, domestic and international.
8. Continue to build database and relationships with active meeting planners in key markets and segments.
9. Promote Kalispell and the services that Discover Kalispell provides to local businesses and organizations for meeting and convention referrals.
10. 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 by 2% during FY20 (as measured by TBID collections).
2. Increase unique visitors to website by 15% over FY19. (FY18 = 172,178, 11% increase over FY17)
3. Increase visitor guide downloads on Discoverkalispell.com by 25%.
4. Increase consumer newsletter database by 10% over FY19 (equates to additional 1,370 opt-in subscribers).
5. Measure the engagement of followers with Discover Kalispell social media channels through increased retweets, comments, shares, clicks and conversions.
6. Host minimum of one press trip with travel media from key demographic or geographic markets.
7. Promote Kalispell for sports event travel through key industry publications and direct marketing to tournament organizers and promoters.
8. Successfully produce KCVB signature events on budget and with increased room night pickup.
9. Increase database of qualified and interested meeting planners and tour operators by 30% over FY19 (equates to additional 356 opt-in subscribers).
10. Retain engagement of meeting planner and tour operator database through quarterly newsletters.
11. Attend two tradeshow to promote Kalispell as a meeting and group travel destination.
12. Host one meeting planner FAM of qualified planners who have never been to Glacier Country.
13. Connect and engage with meeting planners through one targeted advertising campaign.
14. Promote Kalispell to domestic and international tour operators through one advertising campaign.
15. Increase referrals to the Discover Kalispell Bring It Home program for a total of 40 referrals in FY20 (22 referrals in FY18).

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

Discover Kalispell will partner with MOTBD in joint ventures for digital and print campaigns and in FY20 will participate in the Visa Vue program. Other cooperative projects include press trips - domestic and international, and trade shows such as IPW and IRU.

Discover Kalispell regularly sponsors the Crown of the Continent! Geotourism Map Guide project.

**Optional: Include attachment here.**

Supporting Research - Destination Marketing Trends.pdf

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

Discover Kalispell has participated in a variety of joint ventures/cooperative projects with Glacier Country, Destination Missoula and Explore Whitefish including press trips, media events, trade shows such as IMEX, and marketing campaigns. We look forward to continued partnerships when the appropriate opportunities arise.

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

During FY19 Glacier Country and Discover Kalispell partnered to sponsor **Your Forests Your Future - Flathead National Forest** as part of our continued efforts to push visitors out of GNP during the peak season and to highlight the other treasures we have in our area. It is a national campaign run by a partnership between the U.S. Forest Service, the nonprofit organization Salmon Valley Stewardship, and the media company More Than Just Parks. It serves to engage Americans in shaping the future of their national forests through visually stunning content and multimedia tools for engagement, and connect them to recreation amenities. The Flathead National Forest was the first forest featured in Montana. The film was released nationally on March 27<sup>th</sup> and had accompanying national media releases including promotion through national partners such as Nat Geo, Outside Magazine, The Weather Channel, Conde Naste, REI, North Face and others. The film which contains stunning photography shot last fall can be accessed here: <https://yourforestsyourfuture.org/forests/flathead>.

As a sponsors of Your Forests Your Future Discover Kalispell and Glacier Country received all high resolution imagery and video b-roll to use in our campaigns. The Discover Kalispell logo was included in the national campaign promotions and where applicable, included a link to campaign landing page: <https://discoverkalispell.com/things-to-do/flathead-national-forest/>. The campaign was successful and will continue to benefit our marketing with the assets we received as part of our sponsorship.

In FY19 Discover Kalispell participated in a broad, comprehensive cooperative project with MOTBD, Glacier Country and Explore Whitefish to promote new non-stop air service from Dallas, Los Angeles and Chicago to Kalispell, Glacier Park International Airport June-September 2019. Campaign run dates are April - June.

Optional: Include attachments here.

Optional: Include attachments here.

Marketing Plan and Budget - Bed Tax FINAL.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	Social Media	Update and manage social media channels that foster consumer engagement and enhance cross platform consistency. Discover Kalispell currently uses Facebook, Twitter, Instagram and You Tube.	Social media has changed how people research trips, make decisions and share experiences. (Hospitalitynet.org)	Level of engagement on social media channels measured by number of impressions and likes (Facebook) and reach and followers (Instagram).	Majority of travelers (across all demographics) use social media to connect with their sphere of influence, acquire information, purchase products, get consumer reviews and share their personal travel experiences.	\$2,000.00	The method was successful. Discover Kalispell saw increased engagement on social media channels during FY20 receiving the following: Facebook: total likes - 37,102; total impressions - 929,382 Instagram: total followers - 10,900; total reach - 598,112  KCVB will continue to use social media as a way to connect with past and future visitors and engage with the local community to embrace the Discover Kalispell brand.	FY 20 Social Report_DK.pdf
Consumer	Photo/Video Library	Secure usage rights for new photos and videos that support the consumer, group, and event marketing segment initiatives.	Images touch all types of travelers during each phase of the decision process. The images and videos are used on a variety of media to include but not limited to social media, online advertising, website marketing, other multi-media marketing.	Imagery is branding tool used as part of the overall success of a campaign or platform. Success if measured through successful completion of photo and/or video shoot to obtain usable assets.	Images play an important role in promoting a destination and engaging potential visitors.	\$2,000.00	This method was successful. Funds were used to produce videos promoting local stories and videos completed during Phase 1 of Montana's reopening plan to show how Kalispell is open 'safely'. Videos are promoted on various Discover Kalispell channels including website, social media and newsletters, to promote destination and engage and educate followers.	KCVB FY20 Photo Video Report.pdf

							KCVB will continue to use this method to acquire current and relevant photo and video assets that support our marketing strategy.
Consumer	Travel/Trade Shows	Discover Kalispell will attend at least two travel shows during FY20 that support our key and emerging markets.	Travel shows attract travel enthusiasts that pay an entrance fee to meet travel marketers in a professional setting. Travel shows and events allow a destination to directly connect with a target market to increase awareness of a destination and visitations.	Number of brochures distributed and opt-in subscriber emails collected.	It is an economical way to connect directly with travelers that meet our geographic and/or demographic markets. One-on-one conversations allow us to create a strong inspiration to move the interested traveler into the orientation phase of trip planning.	\$2,400.00	<p>The method was successful. During FY20 the KCVB attended the Spokane Great Outdoor Show and Bike Expo in February, a consumer travel and recreation show that attracts approximately 6,000 attendees. Spokane is an important drive market for Kalispell. The show enables us to talk with thousands of eastern WA residents that may not have Kalispell on their radar particularly for a winter vacation. Materials distributed were the Kalispell Visitor Guide (450 copies), Discover Kalispell tear-off maps (325), GNP maps, Montana highway maps and other niche collateral as requested. Visitors to the Kalispell booth could enter drawing for one of two prizes. The drawing collected 320 email addresses to be added to opt-in database for quarterly newsletters. KCVB was scheduled to attend the Calgary Outdoor Show in May but the show was cancelled for 2020 due to COVID-19.</p> <p>KCVB will continue to utilize the travel/trade show method to reach target market audiences.</p>
Consumer	Printed Material	Design and production of maps and niche brochures.	Through the use of targeted printed materials distributed through a variety of channels (fulfillment requests, brochure racks, 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 also play a role as suggested itineraries which are important in trip planning.	Used in conjunction with our website for brand awareness. Success is measured by distribution of the printed materials through the distribution channel defined for each print project.	The Kalispell tear-off map is a popular item which includes an area map and detailed Kalispell map which locates hotels. Other niche brochures that have been supported in the past are the Flathead Valley Breweries, Wineries, Cideries, and Distilleries map, hiking brochures, and birding brochure.	\$2,000.00	<p>The method was successful. KCVB printed 12,500 of the two sided 8.5x14" map. One side providing an overview of the Flathead Valley and Kalispell's location in the center and close to GNP and Flathead Lake. Back side is detailed street map of Kalispell with all hotels located on map and with phone numbers. Map also locates state parks, trails, camp sites, airport and museum and shopping districts. Map is distributed in the VIC, at travel shows and provided free of charge to Kalispell hotels for distribution to guests. Due to the closure of the VIC during Q4 of FY20 due to COVID-19 the total distribution was less than previous years. The map is</p>

							<p>now included in the Kalispell visitor guide as a tear-out map so printing of the maps separate from the guide will be reduced in the future.</p> <p>KCVB will continue to utilize printed collateral method for niche brochures, maps or other identified materials important to our marketing strategy.</p>	
Consumer	Multi-Media Marketing	<p>Depending on campaign objectives, media will be selected that will provides the highest ROI. Print advertising in lifestyle publications that speak to a specific target market are effective in building brand awareness. Social media advertising is the most targeted way to get our message out and is used in most campaigns. Out of home elements such as digital billboards at airports are a good way to promote a new non-stop flight for example. Banner ads on selected websites are used to reach targeted consumers and connect them back to our website/campaign landing page.</p>	<p>Social media is used extensively for trip planning and along with other online advertising provides measurable ROI and can be tested and modified quickly if an ad is not performing up to expectations. A targeted approach with print advertising that provides accompanying editorial delivers content to an already engaged audience.</p>	<p>Success is determined according to the media used.</p> <p>SEM/Google ad words and Paid social and retargeting; KPI's include clicks, impressions and conversions which are newsletter subscriptions and visitor guide requests.</p> <p>Print advertising and other digital advertising is used for Discover Kalispell brand awareness.</p>	<p>Discover Kalispell's consumer marketing campaigns include a variety of media based on the geographic and demographic market we are promoting to and the cost of media in that particular DMA.</p>	\$23,500.00	<p>The method was successful. KCVB campaigns primarily included digital media for brand and webpage marketing. In FY20 we also participated in two print travel guide publications and a website promotion for sports marketing.</p> <p>Paid social and retargeting ads: 49,961 clicks to website; 5,336,668 impressions SEM/webpage marketing: 7,675 clicks to site; 1,202,305 impressions FY20 visitor guides requested through digital ads: 2,658 FY20 newsletter subscriptions from ads: 1,971</p> <p>KCVB partnered with MT State Parks to sponsor Lone Pine State Park as a Park of the Week in their digital newsletter. This strategy helped promote Lone Pine State Park to MT State Park subscribers and supported our partner agency.</p> <p>Sports Destination Management - received featured promotion placement on sportsdestinations.com's Montana page for 12 months and a banner ad in monthly e-newsletter. This method increased awareness of Kalispell as a destination for sports tournaments and events.</p> <p>Print advertising - 1/3 page ad in Glacier Country 2020 travel guide and a 1/2 page ad in Visit Spokane 2020 travel guide. Print advertising is utilized for destination brand awareness.</p> <p>Beginning in April the campaign strategy and ad copy was modified and the overall spend was decreased due to COVID-</p>	DiscoverKalispell_Spokane Guide Ad_FINAL.pdf

							19. KCVB will continue to use multi-media marketing. Media selected will be determined by campaign strategy.
Events	Multi-Media Marketing	Depending on the event and the target market a variety of media may be used to promote the event to increase registrations: print, digital ads, social media advertising or radio.	Event participants learn about events through word of mouth and trusted sources within that sport's network. Various media can be utilized to reach that narrow target market to promote our event and solicit registrations.	Measured by event registrations and spectator volume.	Use a variety of media to promote the event in markets that have existing teams/participants to increase event awareness and registrations.	\$1,000.00	This method was not utilized, events were cancelled due to COVID-19. KCVB will continue to use this method in the future to promote signature events.
Events	Press Promotions/Media Outreach	Story pitches and press releases announcing event in target markets to solicit teams and also to promote teams that are attending event through their 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 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.	Measured by event registrations and spectator numbers.	This method enables us to connect with media outlets that reach the geographic and/or demographic markets and reach teams/participants engaged with the event to increase event awareness.	\$1,000.00	This method was not utilized, events were cancelled due to COVID-19. KCVB will continue to use this method in the future to promote signature events.
							<p>The method was successful. KCVB utilizes part time services of the KCVB group sales manager to administer projects such as social media, event promotion, meetings, convention and group sales, group multi-media marketing and opportunity projects, all with the expectation of growing the database of active meeting planners and tour operators and receiving RFP's for group events. The Group Marketing Personnel worked a total of 402 hours towards this method during FY20. The group sales manager is a full time employee, hours related to this method were spread throughout the year as the projects were ongoing.</p> <p>Development and maintenance of CVB/DMO resources:</p> <ul style="list-style-type: none"> <li>• Example-Continued training on IDSS Destination Management System, aRes (online booking engine for Discover Kalispell webpage), Small Market Meeting membership.</li> </ul> <p>Soliciting and bidding on conferences and tournaments:</p> <ul style="list-style-type: none"> <li>• Examples-2020</li> </ul>

Group Marketing	Group Marketing Personnel	<p>Discover Kalispell utilizes the part time services of a group sales manager to administer group marketing projects which include, but not limited to, development and maintenance of RFP platform subscription, responding and managing group and event RFP's, attending travel trade shows and events, meeting planner and domestic and international tour operator FAM trips, and outreach and marketing campaigns targeted to the group segment.</p>	<p>Group and meeting and convention marketing serves to create visitations during targeted months. Connecting with the target audience requires dedicated personnel to effectively communicate and create innovative solutions.</p>	<p>Growth in Discover Kalispell's database of meeting planners and tour operators from our target markets and acquisition of RFP's.</p>	<p>Group and meeting and convention marketing is a key segment and strategy for Discover Kalispell.</p>	\$12,000.00	<p>NRA Rodeo Final, 2020 MT Mental Illness Conference, 2020 Highland Dance Competition, 2021 POMA.</p> <p>Responding and managing group RFP's:</p> <ul style="list-style-type: none"> <li>• Examples-2020 MJ Tours, 2021 Credit Union Executives, 2020 Castlight Advisory Board, 2020 Vacations by Rail, 2021 Wilderness Medical Society Summer Meeting, 2020 Travelers Quantam Home, 2021 Brilliant Edventures.</li> </ul> <p>Facilitates rooming lists for conferences and tournaments:</p> <ul style="list-style-type: none"> <li>• Examples-2019 Haas Technical Education Class, 2019 International Conference of Low Volume Roads.</li> </ul> <p>Sourcing and promoting group tour activities:</p> <ul style="list-style-type: none"> <li>• Examples-creating customized activities to meet the requests of days of the week, time of the year for groups and tours, continually searching for new unique group activities, partnering with local businesses and organizations, assist with spousal activities, give suggestions from our referral list for key note speakers and transportation.</li> </ul> <p>Assist with group FAM trips:</p> <ul style="list-style-type: none"> <li>• Examples- Individual FAM with Red Angus Association of America, visits from Domestic tour operators, various site visits with local planners and meeting magazine writers.</li> </ul> <p>Attend trade shows related to meetings, conventions and tour and travel market:</p>
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- Example-MPI – Cascadia Conference

Assist with administration of social media channels:

- Example-Discover Kalispell LinkedIn page (weekly), assisted with Glacier Country Co-op for Smart Meetings/Meetings Today/Group Leisure Travel/Small Market Meetings, Meeting News Northwest.

Partner Outreach:

- Example-regular visits with Kalispell lodging properties and activity providers, facilitated group sales outings with property representatives, provided lodging availability report to local Chambers and Glacier Country, work directly with organizations to assist in citywide bids.

The M&C database increased by 62 opt-in subscribers and we received 12 qualified leads from Meeting Planners and 5 submissions from meeting planners for a personalized FAM. The Tour Operator database increased by 7 opt-in subscribers. KCVB received 3 additional RFP's from tour operators.

Group marketing efforts slowed dramatically beginning April 2020 due to COVID-19. Group Marketing Personnel assisted with other bed tax funded projects such as fulfillment during the months the VIC coordinator was furloughed.

The KCVB will continue to utilize Group Marketing Personnel method to assist with group/M&C related 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 all projects.

Group Marketing	Multi-Media Marketing	<p>Depending on the campaign objectives, a variety of media will be used to get the best return on investment. Print advertising in trade publications are effective in building brand awareness. Social media advertising is the most targeted way to get our message out and is used in most campaigns. Banner ads on selected websites are used to reach meeting planners and tour operators and connect them back to our website/campaign landing page. Newsletter marketing through trade publication database can be a part of a group marketing campaign strategy.</p>	<p>Meeting planners and tour operators look to trusted trade publications and networks for resources and new destinations. Discover Kalispell's group marketing campaigns will select the media that best reaches the target market for that campaign.</p>	<p>Print advertising in national publication that reaches the meeting, tour operator and travel trade audience. Success is measured through completion of print ad and brand awareness that the ad provides to publication subscribers.</p>	<p>Discover Kalispell's group marketing campaigns include a variety of media based on selected geographic and demographic markets and the cost of media in that particular DMA.</p>	\$10,000.00	<p>The method was successful. During FY20 KCVB partnered with Glacier Country and Destination Missoula to run a print ad and accompanying editorial in Leisure Group Travel Magazine October 2019 issue, for the purpose of promoting group travel adventure in Western Montana. The full page ad promoted each destination and the accompanying editorial included a "Three Days of Fun and Adventure in Western Montana" itinerary. Leisure Group Travel has a reach of 100,000: 7,500 print and digital readers, trade show distribution at 30 group travel-related events. It is rated the no. 1 group travel industry publisher.</p> <p>Other group multi-media campaigns planned for Q4 of FY20 were cancelled due to COVID-19.</p> <p>KCVB will continue to use Group/M&amp;C Multi-Media marketing method to connect with meeting planners and tour operators to increase group travel business to Kalispell.</p>	Leisure Group Travel.pdf
Marketing Support	Outreach	<p>The outreach funds are used to support Voice of Montana Tourism, an important entity to advocate for and communicate importance of the tourism industry to the economic health of Montana.</p>	<p>The outreach funds are seen as assisting in the promotion and security of the tourism brand within the state.</p>	<p>KCVB provides support to the advocacy group Voice of Montana Tourism. Objective is to contribute funds that when combined with others will support the effective and efficient efforts of Voices in reaching a targeted audience through electronic communications and business &amp; legislative round tables during FY20.</p>	<p>Outreach funds will be used to enable Discover Kalispell to support tourism related organizations that are important to advancing the Montana tourism industry.</p>	\$1,000.00	<p>Yes, method was successful. Voices distributes messaging via its monthly e-newsletter that has a distribution of 450+ (legislators, local policy-makers, tourism partners and general public). KCVB also provides support to Voices to host business roundtable in Kalispell. The business and legislator roundtables serve as an important outreach to local candidate and current legislators to promote the importance of tourism and tourism marketing to the state and Flathead County's economy.</p> <p>This method will be continued as it is an effective and efficient means of outreach, partner support and advocacy for tourism in Montana.</p>	
							<p>The method was successful. During FY20 the Kalispell CVB attended</p>	

Marketing Support	TAC/Governor's Conference meetings	Discover Kalispell's Director will attend TAC meetings and the annual Governor's Conference on Tourism.	Funding and marketing plan are approved by TAC, attendance at TAC meetings is required.	Attend meetings within fiscal year budget adhering to approved per diem and travel policies.	Attendance at TAC meetings is a requirement as stated in the rules and regulations for the use of bed tax funding. Governor's Conference on Tourism provides insights and education for destination marketers.	\$800.00	<p>all required TAC meetings within approved per diem. Governor's Conference was cancelled due to COVID-19. Final budget for method was \$985.00. Actual expenditures totaled \$700.78.</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	Discover Kalispell supports a full time year-round travel counselor and additional seasonal coverage at the VIC. VIC staff maintains informational resources, responds to inquiries submitted by phone, email, and walk-ins, compiles and inputs VIC data, completes fulfillment requests, solicits, trains and oversees volunteers, and collects visitor information and satisfaction levels.	During 2018 the Kalispell VIC received 10,306 inquiries.	Total number of inquiries to VIC, number of fulfillment packets requested and expanded hours at the VIC to be open 7 days a week between mid-June and 2nd weekend of September.	The VIC staff is an important touch point for Kalispell as a travel destination and for the Kalispell Chamber/CVB particularly when welcoming a first time visitor. It is imperative that adequate staffing and services be maintained to provide effective visitor services and keep potential and on the ground visitors engaged with our destination.	\$39,400.00	<p>The method was successful. The Kalispell VIC was open and staffed M-F 8am-5pm year-round. Saturday and Sunday hours were added between mid-June to after Labor Day staffed by part-time seasonal staff. In addition a group of 8-10 volunteers worked in the VIC during the summer, managed by the VIC coordinator.</p> <p>VIC coordinator maintains the VIC displays, online and printed calendar of events, guest registry, follow-up program to VIC guests, and services requests for information from walk-ins, emails, phone calls, and online web chat platform. VIC coordinator sends monthly and seasonal activity and event brochures to hotels and other Kalispell tourism partners to share with their guests.</p> <p>VIC staff hours (full time and seasonal) totaled 2,020 hours. The physical VIC was closed from April 1 to June 15 due to COVID-19 Phase 1 restrictions and the VIC coordinator was temporarily furloughed during that time. During that closure VIC services were managed by the KCVB Exec Director. Technology implemented to continue to service information requests during that time include Intercom, an online website chat platform, and TracFone, a dedicated mobile device for VIC phone calls.</p> <p>A total of 14,123 inquiries were received at the VIC during FY20, a 6.37% increase over FY19. Included 4,255 walk-ins, 1,610 phone calls, 161 web chat sessions, 3,313 email inquiries and 4,416 fulfillment packets requests</p>	FY20 Kalispell VIC Summary Report.pdf

							<p>for vacation information.                  Top 10 markets for walk-in visitors include: MT, Alberta, WA, CA, CO, WI, TX, FL, AZ, MN. Top 10 markets for visitor guide requests: CA, TX, FL, WA, IL, PA, OH, WI, NY, MI.                  Note: During the physical VIC closure and temporary furlough of VIC staff data collected on total inquiries was not complete.)</p> <p>KCVB will continue to support the VIC and appropriate level of staffing to service visitors both at the brick and mortar VIC and through virtual connections.</p>	
Marketing Support	Opportunity Marketing	<p>Discover Kalispell will be open to evaluating opportunities as they arise. Potential projects will be evaluated by whether it meets our marketing plan goals and objectives and compliments our marketing strategy.</p>	<p>Previous fiscal years have shown that there are opportunities that come available during the year.</p>	<p>Success will be determined based on the individual projects:</p> <p>Crown of the Continent Map Guide - success measured by completion of reprint of map guide and having copies available in the VIC for distribution.</p> <p>Media Event - success measured by connecting with targeted travel media through in-person meetings, distributing printed collateral, providing information about our destination and establishing relationship with media to take advantage of future opportunities for earned media and press trips.</p>	<p>Opportunity funds are in place to allow the Discover Kalispell to participate in co-op or other marketing and/or publicity opportunities that come available during the year.</p>	\$3,000.00	<p>The method was successful. During FY20 KCVB used the funds to support the reprint of the Crown of the Continent Geotourism Map Guide and to participate in a media event cooperative project located in the Los Angeles area.</p> <p>The PR media event included reps from Glacier Country, Destination Missoula, Explore Whitefish and Discover Kalispell to promote western Montana at one-on-one meetings with selected travel media. Each meeting enabled the individual partners to share information on their destination and a printed handout was provided. Followup was directed by Glacier Country and the individual CVB's to stay engaged with each of the media representatives with the goal to gain earned media for western Montana within the southern CA market.</p> <p>The Crown of the Continent Geotourism Map Guide is a popular map in the visitor center and is distributed by KCVB at travel shows. The map provides comprehensive information on Kalispell and other towns, activities and unique sites within the Crown region and makes the connection between Waterton-Glacier NP. KCVB contributed \$1,500 to the cost of reprinting the map along with other partners in Montana, Alberta and B.C.. Total map guides printed July 2019 was 74,975. COC Map Guides are free of</p>	LA Pitch Sheet.pdf

							<p>charge and distributed throughout the Crown region by the COC Geotourism Council and partners. KCVB receives approximately 300 maps for distribution.</p> <p>KCVB will continue to utilize the Opportunity Marketing method to be able to take advantage of opportunities that arise during the fiscal year.</p>	
Marketing Support	Wayfinding	<p>The existing Wayfinding system needs to be maintained to provide visitors with accurate information presented in a professional manner. Funds will be used for maintenance and replacement of existing signs when necessary due to damage, or when new signs are identified that need to be included in the sign system.</p>	<p>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 a visit to a destination you will find yourself wanting to frequent that destination more often. (Importance of Wayfinding, Actually We Create)</p>	<p>Success is measured by keeping all signs within the comprehensive wayfinding system in good working order.</p>	<p>The wayfinding signs throughout Kalispell serve to direct visitors to amenities such as the VIC, parks, museums and downtown. Maintenance of the signs is critical to present a good first impression to visitors.</p>	\$4,000.00	<p>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 FY20 funds were used to repair one sign on Hwy 93 S which was 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 Support	Joint Ventures	<p>Discover Kalispell will evaluate available joint ventures as presented by MOTBD and participate in those that meet our criteria and support our marketing objectives.</p>	<p>Promotion of Montana is most effective if the DMO's use creative and messaging that supports the Montana brand. Participating in joint ventures opportunities with MOTBD supports that marketing cohesion.</p>	<p>Success measured based on projects:</p> <p>Visa Vue data for Kalispell - success measured by receiving quarterly data from Visa Vue specific to Kalispell</p> <p>MOTBD Coop Parent's Magazine, MT Inspirational Guide - success measured by print ad included in publication which provides brand awareness for Discover Kalispell.</p>	<p>Participating in joint venture projects enables Discover Kalispell to leverage MOTBD's expertise, resources and reach to meet our marketing segment objectives.</p>	\$10,000.00	<p>The method was successful. During FY20 the KCVB utilized Joint Venture funds for two projects: subscribed to Kalispell data through Visa Vue and ran a half-page advertorial in the Parents Magazine Montana Inspirational Guide, both as joint venture programs with MOTBD. Visa Vue data provides destination specific spending data by quarter enabling KCVB to better determine target markets per season and where to direct marketing dollars. The MT Inspirational Guide was sent to highly educated family audience as defined by MOTBD and also provided travel guide leads to Discover Kalispell which were fulfilled through Kalispell VIC Fulfillment services.</p> <p>KCVB will continue to use the Joint Venture method to work cooperatively with MOTBD on projects as applicable to our marketing plan.</p>	DiscoverKalispell_ParentsAdvertorial.pdf
		<p>Admin funds include required expenses for operation of</p>					<p>Yes the method was successful. Administration actual spending was kept at 20% or less of total marketing budget, as required by the Rules &amp; Regulations. Budget =</p>	

Marketing Support	Administration	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.	\$21,600.00	<p>\$21,600; Actual expenses = \$22,368.42. FY20 total bed tax receipts = \$157,160.33; 20% = \$31,432. Administration expenses were kept under the 20% threshold.</p> <p>KCVB will continue to use Administration funds for salaries, office supplies and general business operational support.</p>	
Marketing Support	Fulfillment/Telemarketing/Call Center	Phone, postage and supplies to fulfill visitor information requests through the Kalispell VIC. Fulfillment piece is the Kalispell Visitor Guide and other niche brochures and maps as requested.	In 2018 935 fulfillment packets were requested, a 46% decrease of 2017 primarily due to increased number of online downloads of the guide.	Measure the total number of inquiries to VIC and number of visitor information packets requested.	A visitor information center is the first point of contact for many visitors. It is important to have the operations and staffing in place to answer questions and send requested information to keep the potential traveler engaged with our destination.	\$4,300.00	<p>The method was successful. VIC and other visitor information services continue to be an important and effective way to reach travelers interested in a destination. A total of 14,123 inquiries were received by the VIC in FY20. That included 4,416 vacation information requests, a 85% increase over FY19. Fulfillment of those requests included mailing a Kalispell visitor guide and maps or niche brochures if requested. VIC coordinator also sends followup postcards to VIC guests keeping them engaged with our destination. Once the COVID-19 pandemic hit, a sticker reminding in-market and potential visitors about health and safety guidelines was adhered to each visitor guide.</p> <p>The 2020 Kalispell Visitor Guide (available beginning March 2020) is a self-mailer which reduces supply costs, eliminating the need for an envelope, and reduces postage as during certain times of the year the guides can be mailed as bulk mail.</p> <p>Fulfillment funds were also used to deliver Kalispell visitor guides to rack locations managed by Certified Folder in their Missoula/5 valley market. A total of 4,000 guides were distributed between December and June. 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 service requests for visitor information. It is to be determined whether we will contract with Certified Folder in FY21 for guide</p>	FY20 Kalispell VIC Fulfillment Summary Report.pdf

							distribution.	
Marketing Support	Research	Kalispell CVB subscribes to the Tourism Sentiment Index data from Destination Think. Funding will enable us to receive our second report which covers online conversations about Kalispell during 2018, conversations that indicate traveler's perceptions of Kalispell's tourism product and provides feedback on the strengths and weaknesses that can have an impact on a potential traveler's perception of our destination.	Market research consistently shows that word of mouth is and always has been the predominant influence on the travel decision-making process. In the world of online and digital communication, peer-to-peer conversations are one of the most trusted sources of information for selecting travel destinations and determining which experiences to try. Capturing the sentiment of word of mouth is a powerful way to monitor the success of a destination.	Success will be measured by receiving the report and utilizing the data in marketing decisions.	Marketing strategy must be based on data, both data from current and past visitors to Kalispell as well as our competitive set destinations.	\$5,000.00	The method was successful. In FY20 KCVB acquired the 2018 Tourism Sentiment Index report from Destination Think which focuses on conversations about Kalispell and connected tourism region and gives Kalispell data as compared to competitive destinations. Tourism sentiment score is a measure of a destination's ability to generate positive word of mouth about its tourism offerings. Data enabled KCVB to determine effectiveness of promotions of downtown core area, how travelers view our accommodations and outdoor recreation assets.  KCVB will continue to use the research method, determining which research product to purchase that will best inform our marketing strategies.	Sample of TSI Research Report 2018 Kalispell.pdf
						\$145,000.00		

**Marketing Method Evaluation Attachments**

- Attachment 1 Kalispell FY20 Budget to Actual Comparison report.pdf
- Attachment 2 FINAL Budget vs Actual FY20.pdf
- Attachment 3 FY20 Kalispell VIC Fulfillment Summary Report.pdf
- Attachment 4 Discover\_Kalispell\_GlacierCountry\_4.861x4.75\_LonePine2.pdf
- Attachment 5 SDM static banner ad.jpg
- Attachment 6 2019 Flathead Valley Map.pdf
- Attachment 7 2019 Kalispell Map.pdf
- Attachment 8 Retargeting ad winter.png
- Attachment 9 COC MapGuide.pdf
- Attachment 10

**Marketing Method Budget**

Marketing Segment	Marketing Method	Bed tax funded budget	Non bed tax funded budget (optional)
Consumer	Photo/Video Library	\$4,000.00	\$0.00
Consumer	Social Media	\$3,000.00	\$0.00
Consumer	Travel/Trade Shows	\$2,400.00	\$0.00

Consumer	Printed Material	\$2,000.00	\$0.00
Consumer	Multi-Media Marketing	\$28,500.00	\$0.00
		\$39,900.00	\$0.00
Events	Press Promotions/Media Outreach	\$250.00	\$0.00
Events	Multi-Media Marketing	\$250.00	\$0.00
		\$500.00	\$0.00
Group Marketing	Group Marketing Personnel	\$12,000.00	\$0.00
Group Marketing	Multi-Media Marketing	\$6,500.00	\$0.00
		\$18,500.00	\$0.00
Marketing Support	Administration	\$21,600.00	\$0.00
Marketing Support	TAC/Governor's Conference meetings	\$985.00	\$0.00
Marketing Support	VIC Funding/Staffing/Signage	\$39,400.00	\$0.00
Marketing Support	Opportunity Marketing	\$6,975.33	\$0.00
Marketing Support	Outreach	\$1,000.00	\$0.00
Marketing Support	Wayfinding	\$4,000.00	\$0.00
Marketing Support	Joint Ventures	\$10,000.00	\$0.00
Marketing Support	Fulfillment/Telemarketing/Call Center	\$9,300.00	\$0.00
Marketing Support	Research	\$5,000.00	\$0.00
		\$98,260.33	\$0.00
		\$157,160.33	\$0.00

**Miscellaneous Attachments**

Description	File Name	File Size
Pie Charts	FY20 Pie Charts.pdf	402 KB

**Reg/CVB Required Documents**

Description	File Name	File Size
Application of Lodging Tax Revenue	Application for Lodging Tax Revenue.pdf	256 KB
Certificate of Compliance	Certificate of Compliance.pdf	268 KB
Certification of Board Action	Certification of Board Action.pdf	308 KB
Pledge of Understanding and Compliance	Pledge of Understanding and Compliance.pdf	258 KB

