



Grant Details

95522 - FY21 Region/CVB Marketing Plan

101310 - FY21 Helena CVB 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?

Introduction and current situation

As we embark on the development of the FY21 Helena CVB marketing plan, we are facing a global challenge. On the back side of the Covid-19 pandemic, there will still be hurdles as our businesses and economy begin to recover. As we all know, the hospitality industry and service industries that feed travel and tourism have taken a tremendous hit during this time. We are prepared to provide support to our industry in whatever way possible. We have taken a preemptive measure and lowered our marketing plan budget in anticipation of reduced accommodation tax collections. We also realize that the reduced budget we present today may not be enough, and therefore we will be monitoring our budget heavily and relying on the good council of our committee and agency to help us make adjustments along the way as needed. Much of our marketing is done in the Spring as we reach out to Summer vacationers. With several if not all local events being canceled in 2020, we have reduced our marketing spend from FY 2019 realizing that funding will be reduced and events canceled. Our plan recognizes this and we are hopeful that music festivals and other events will once again be held in the Summer of 2021. We are anticipating that the tourism industry in Montana will come back and be incredibly robust again, once we are able to be together and travel safely though out the state. We look forward to that time.

Identity of Helena - as identified by the Helena CVB

Helena, Montana, is much more than just the state capital; it is a vibrant community bordering some of the best recreation opportunities in Montana. Nestled against the Rocky Mountains and built by gold mining, Montana's capital city strikes a unique balance between having a rich history and being a lively arts and culture town. Surrounded by pristine mountain scenery, numerous rivers and lakes, clean fresh air, and an abundance of wildlife, Helena is a unique travel destination.

As a tourist destination, Helena offers the following strengths and resources:

- Arts and culture, such as Grandstreet Theatre, Montana Shakespeare Company, Great Northern Carousel, Holter Museum of Art, Myrna Loy Center for the Performing and Media Arts, Archie Bray Foundation for the Ceramic Arts, ExplorationWorks, Clay Arts Guild of Helena, Cathedral of Saint Helena, Carroll College, Queen City Ballet, Helena Symphony Orchestra and Chorale, and Civic Center events.
- Helena has received several designations that make it desirable to visitors, including International Mountain Bicycling Association Ride Center, Rand McNally Best of the Road for Geocaching, USA Today's 10th Best State Capital Worth Visiting, and many more.
- Helena is central to Montana history with historical attractions such as Montana's Museum at the Montana Historical Society, "Montana's Most Historic Mile" Last Chance Gulch, Original Governor's Mansion, Historic Mansion District, Reeder's Alley, nearby ghost towns, Gates of the Mountains, Lewis and Clark Trail, Montana Military Museum, Montana's State Capitol Building, and the Last Chance Tour Train.
- Outdoor recreation abounds with fishing, hunting, hiking, camping, boating, rafting, downhill and cross-country skiing, snowmobiling, mountain biking, golfing, and horseback riding. Visitors can enjoy Gates of the Mountains, the mighty Missouri River, Holter Lake, Canyon Ferry Lake, Hauser Lake, Spring Meadow Lake, Great Divide Ski Area, Montana WILD, and over 80 miles of trails on readily accessible public lands.
- Conveniently and centrally located, Helena is a perfect stop for activities and overnight stays for those traveling between Glacier and Yellowstone National Parks and for Canadians and snowbirds heading south.
- Special events and festivals throughout the year, including the Last Chance Stampede and Rodeo, Governor's Cup Race, Trail Rider, Farmers Market, Downtown Helena's Art Walks and Wednesday's Alive at Five, Symphony Under the Stars, Meadowlark Music Festival, Last Chance Music Fest, Hikes, Bikes and Brews Music Festival, Mondays at the Myrna Loy Center, Made in Montana Trade Show, Montana Mucker, state sports tournaments, and many other regional events.
- Helena has the most nonprofits per capita than any other population center in Montana. This focus on civic involvement and social service creates an inviting community.

Helena's marketing efforts are often challenged by the following weaknesses and critical issues identified by the CVB:

- The cost of airfare and flexibility of connections is a concern for travelers
- Limited public transportation, both from outside and inside the city of Helena
- Limited large-scale convention and event facilities
- Limited signage directing visitors to Helena attractions on interstate highways and within the city
 - Signage is a project included in the Helena Downtown Master Plan
- Helena events are seeing increased competition from other Montana towns' events
 - Helena is working to secure High School events such as State Cross Country, Soccer and other events that fit into the limited infrastructure and space availability in the community
- Lack of extended store, shopping, and attraction hours to accommodate tourists
 - While still an issue, store owner education and downtown events have made headway into resolving this challenge
- With the Covid-19 pandemic, the Helena CVB is bracing for diminished funding and a slow start up to travel and tourism as we navigate the coming year.

Montana's Brand Pillars perfectly match with Helena and what it offers visitors.

More spectacular unspoiled nature than anywhere else in the lower 48.

Its location, nestled against the Rocky Mountains and opening into a lush valley, highlights the spectacular unspoiled nature that can be found just outside the city limits. Helena is surrounded by pristine mountains, rivers, and lakes. With over 80 miles of trails on Helena's South Hills, nearby public land, and Gates of the Mountains, visitors can escape into an outdoors that is still very much like it was when Lewis and Clark first set eyes on it.

Vibrant and charming small towns that serve as gateways to natural wonders.

Named one of the Best Small Arts Towns, Helena has all the amenities of a big city but with a small-town feel. In addition to its rich history and culture, visitors will find biking and hiking trails, blue-ribbon fishing, and water recreation opportunities just outside city limits.

Breathtaking experiences by day, relaxing hospitality at night.

Whether it is the panoramic views from atop MacDonald Pass or watching a resident artist create their next piece at Archie Bray, Helena offers visitors unique and breathtaking experiences that can't be found elsewhere. Stroll along the walking mall to explore the many local shops. Or relax and enjoy some Helena flavor at a local restaurant, brewery, or distillery. At night, visitors can choose from historic bed and breakfasts or established hotels offering hometown Montana hospitality.

Describe your destination.

The Helena CVB addresses the three-phase decision process across its marketing plan with various tactics implemented to provide a smooth process throughout the target's travel planning.

Inspiration

In the Inspiration phase, the target audience will be made aware of Helena's attributes, inspiring a desire to visit Helena. Select tactics in the marketing plan address this phase by featuring information about Helena, promoting key attributes that interest target markets, and utilizing vivid high-quality imagery. The tactics involved in the marketing plan that are part of the Inspiration phase include:

- Consumer Advertising: The Helena CVB will develop a strategic media plan that utilizes MOTBD co-ops, Wendt-facilitated co-ops, and placement within publications that reach the target markets. Ads highlight activities with a strong call to action and striking imagery.
- Digital Advertising: The Helena CVB will develop a strategic digital media plan that targets markets with interest in the attributes of Helena. Digital ads will include eye-catching images that encourage engagement with links to specific pages with relevant content within Helenamt.com. Portions of the digital campaign will also include targeted video messages and native content to drive interest.

- **Public Relations:** The Helena CVB will seek out opportunities with national and regional publications as well as freelance writers/photographers to help generate stories about Helena. This will be accomplished by reaching out to magazine editors, responding to media inquiries, and pitching of special events or new opportunities for visitors to Helena. The CVB will also provide support to the Helena TBID, Southwest Montana and Montana Office of Tourism and Business Development, if needed, to support their public relations efforts whenever possible.
- **Photo Library:** The Helena CVB continues to build its photo library which includes hero shots and photos highlighting activities in and around Helena. It is used for advertising, media inquiries, news releases, website, and social media.
- **Video:** Helena uses short-form video as an opportunity to highlight Helena's attributes and activities. The video messaging includes a strong call to action to visit Helena. Videos are being used for advertising, public relations, social media, and website content.
- **Opportunity:** It is important to have some reserved budget available for opportunities that may occur during the FY21 marketing year.

Orientation

In the Orientation phase, the target begins researching the details of their trip, including the route and mode of transportation. Select tactics in the marketing plan address this phase by highlighting Helena's convenient location both within the state and between Glacier National Park and Yellowstone National Park. The tactics in the marketing plan that are part of the Orientation phase include:

- **Helenamt.com:** The Helena CVB will continue to work with the Helena TBID to maintain a website that provides travelers with access to information they need to plan their trip from beginning to end. The website includes maps and a call out to Helena's convenient location between the parks, service and attraction directories, an event calendar, sample itineraries, and much more.
- **Consumer Advertising:** Beyond a strategic media plan, ads feature a call out to Helena's convenient location between the parks, and for fly market promotions, mention of Helena's Regional Airport.
- **Visitor Guide:** The Helena Travel Guide is an important piece in developing the traveler's intent to visit Helena. The travel guide is used in response to media inquiries and consumer advertising inquiries. It is distributed regionally and locally. The travel guide consists of maps, suggested routes, main attractions, dining options, breweries, distilleries, and local attractions.

Facilitation

In the Facilitation phase, the traveler is looking for things to see and do in Helena and along the way. Select tactics in the marketing plan address this phase by providing sample itineraries, day trips, and activities broken into easy-to-use categories. The tactics in the marketing plan that are part of the Facilitation phase include:

- **Helenamt.com:** The Helena CVB will continue to partner with the Helena TBID to maintain the site to include up-to-date sample itineraries, easy-to-navigate activities, and must-see landmarks.
- **Official Visitors' Guide:** Full of information and maps needed to explore Helena. These guides are available throughout Helena including lodging and popular attractions.
- **Brochures:** The Helena CVB developed a rack card brochure that highlights Helena's convenient location and main attractions. The brochure features hero shots and narrative copy about Helena and the surrounding area. The brochures are distributed along the travel corridor for visitors to Glacier and Yellowstone National Parks and to inform visitors about what Helena has to offer and why it's a perfect stop.
- **Tear-Off Map:** Helena CVB annually produces a tear-off map of Helena that is available at visitor centers and local businesses. The map is not only a road map but also highlights major landmarks and attractions.
- **Dining Guides:** A detailed dining guide is printed and distributed through the Chamber of Commerce to local attractions and area hotels.
- **Visitor Center:** The visitor center features knowledgeable staff and printed materials about what to see and do in Helena.
- **Helena Walking Tour App:** The app walks visitors through Helena's unique history and architecture. It includes augmented reality that literally makes history come alive for the visitor.

Optional: Include attachments here

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

Target Geographic Markets:

Based on inquiries from our marketing and advertising efforts, visitors to the Helena Chamber of Commerce Visitor Centers, direct flights to Helena Regional Airport, and the Destination Analysis report, Southwest Montana Arrivist data, hotels and attractions, the Helena CVB will target the following states and provinces: Washington, Idaho, Utah, California, Texas, Oregon, Illinois, Colorado, Wyoming, North Dakota, Minnesota, Alberta, and Saskatchewan.

Target Psychographics:

The psychographic characteristics of Helena CVB's target market include those who appreciate unique dining experiences that are chef-owned/operated and that use food that is sourced locally; craft breweries and distilleries that offer an authentic connection with artisan brewers; and varied music offerings from small groups within a pub to medium-sized concerts at the fairgrounds. Our target also values access to our renowned biking trails, stunning waterways, and easy access for hiking and exploring.

Target Demographics:

A) **Travelers Visiting Family and Friends:** The most popular leisure travel purpose in Montana and nationally is visiting friends and relatives. These are adults 35+ years of age, traveling with or without children. They have a household income of \$70,000+, participate in scenic trips, photography, camping and hiking, wildlife viewing, skiing, and snowmobiling. These travelers enjoy outdoor activities, hands-on experiences, and tend to visit state parks, museums, historic trails, and nature areas. They enjoy unique dining experiences, craft breweries, and music venues.

B) **Leisure Travelers: Adults 35+.** They have a household income of \$70,000+ and travel with or without children in the summer months. They participate in shopping, attend social/family events, outdoor activities, rural sightseeing, and visit historic places and museums.

- **Family Travelers:** Affluent households with children under the age of 18
- **History Buffs:** Travelers who rate "historic attractions" as an extremely important attribute in selecting travel destinations

C) Adventure Travelers: Adults 30+ years of age, traveling with or without children. They have a household income of \$70,000+. They enjoy and participate in outdoor activities, such as mountain biking, fishing, hiking/backpacking, camping, water recreation, skiing, and snowmobiling. They also enjoy unique dining experiences, craft breweries, and music venues.

E) Business Travelers/Meeting & Convention Planners: Business travelers often include leisure activities during at least one of their trips, and many take family or friends on those trips. We are targeting meeting and convention planners who seek to book small to medium-sized conventions and meetings in an area offering unique western hospitality with a variety of local historic, cultural, and recreational activities.

b. What are your emerging markets?

Helena has two main emerging markets and a market that is transitioning from emerging to a major target market. We will reach these markets through our planned tactics included in our marketing plan and through our creative execution.

Emerging:

Music Festivals: Music festivals are still on the rise and new ones are constantly being developed in cities across the United States and Montana. According to Billboard online, in the U.S. alone, 32 million people go to at least one music festival every year. Helena is fortunate to support four festivals annually – the Meadowlark Music Festival, the Last Chance Music Fest, Hikes, Bikes and Brews Music Festival, and Symphony Under the Stars. Along with these festivals, the Lewis and Clark County Fairgrounds offers night shows during the Last Chance Stampede and Fair and music is provided at Helena's weekly Alive at Five event. And lastly, Helena offers a vibrant music scene with live music provided at local establishments such as Miller's Crossing, Lewis and Clark Tap Room, Blackfoot River Brewing, and Silver Star just to name a few.

Beercations: As craft breweries continue to grow in popularity across the country, so too has beer-related travel. Craft brewers are now a main attraction for travelers and have even become the star in annual events that draw large crowds. According to the Brewers Association, in 2017 beer tourism continued to grow with the average traveler visiting 2.5 breweries. Helena has long-established award-winning breweries as well as up-and-coming new breweries that are already a hit at local brew fests. Beercations have been increasing due to large travel sites such as Travelocity creating suggested beer trails and a beer tourism index. While this is a niche audience, it continues to grow, and Helena has the perfect mix to entice travelers looking for a beercation.

Emerging/Major:

Mountain Bikers: With the slogan "a singletrack at the end of every street," and the designation of a Ride Center by the International Mountain Bicycling Association, Helena has become a destination for mountain bikers. Since 2015, Trail Rider shuttle service use has risen from 1,568 riders to 3,767 in 2017. From ITRR's Trail Usage study, we know just over a quarter of all mountain bikers surveyed were from outside the local area. Helena will continue to grow this market because it has the infrastructure and tools (more than 80 miles of trails, Bikehelena.com, Trail Rider shuttle service, ride events, Vigilante Bike Park) in place to reach mountain bikers and provide an unmatched experience.

Optional: Include attachments here.

c. What research supports your target marketing?

The Helena CVB utilizes ITRR to refine its target audiences, including why visitors are attracted to Montana. The Helena CVB is also using the research provided by Destination Analysis and Southwest Region Arrivist data about Montana's potential high-value visitors and strategic messaging to create targets and messaging. Visits to the Helenamt.com site also help define the geographic targets outlined in the marketing plan.

Additional resources include:

- Ustravel.org
- Ntaonline.com
- Brewersassociation.org
- 2018 Trail Usage and Value – A Helena MT Case Study from ITRR
- Voicesoftourism.com/research
- Helena TBID's subscription to VisaVue Spending Reports
- Destination Analyst - MOTBD
- Smith Travel Research Report - Monthly STR Report

The Helena CVB also relies on our agency partner to make recommendations that fit our targeting with the comprehensive research resources they have access to such as Nielsen Ratings and Nielsen Digital Ad Ratings, CEB Iconoculture Consumer Insights, Scarborough Research, ComScore, and Quantcast. These tools provide access to radio and TV ratings, print circulation numbers, web usage stats, core forecasting information, consumer psychographics, and media usage trends. These resources help Wendt create highly targeted and cost-effective media strategies.

Fiscal Year 20/21 Goals

- 1) Find opportunities to raise awareness of Helena 's recreational, cultural and historical attractions and activities with potential travelers who will be seeking experiences Helena offers once travel is open and safe for all.
- 2) Seek appropriate marketing opportunities and partnerships with other tourism organizations, events, and activities. This includes the TBID, Downtown Helena, Helena Regional Airport, Southwest Montana Tourism Region, and Montana Office of Tourism and Business Development.
- 3) Increase awareness of Helena as a destination and encourage visitors to Glacier and Yellowstone National Parks to take advantage of Helena as a

travel destination due to its convenient geographical location.

4) Increase awareness of Helena’s historic, cultural, and recreational attractions among meeting and convention planners, helping them view Helena as a “see-and-do” destination.

5) Enhance and encourage visitor experiences while in Helena through Visitor Center orientation and informational materials.

Fiscal Year 20/21 Measurable Objectives

- Target travel media to increase visibility of Montana and Helena as a leisure travel destination.
- Promote existing historic/cultural assets for the enjoyment of residents and visitors.
- Enhance funding for region and CVB marketing efforts through partnerships and joint ventures.
- Expand partnerships with tourism businesses/attractions and TBID as co-op partners.
- Create public/private/tribal partnerships for cooperative project implementation when available.
- Increase the number of user sessions over the previous year on the CVB/TBID/Chamber website.
- Increase productivity of the Helena CVB’s administration, project development, and overall marketing efforts.
- Develop a cohesive, effective marketing plan to be approved by the Tourism Advisory Council. Our plan will raise the overall awareness of Helena’s historic, cultural, and recreational attractions and activities.
- Enhance tracking/reporting and ROI from CVB advertising.
- Promote Montana to target groups/events.
- Use research to measure results of advertising, web marketing, and improvements in ROI.
- Clearly define marketing strategies, and methods for measuring ROI.

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

The Helena CVB is most interested in affordable Joint Ventures and co-ops that will give them high-value placement while allowing flexibility with their limited budget. The Helena CVB would also be very interested in partnering with entities offering In-State Jount Ventures or co-ops. As long as the opportunity is a fit with Helena’s target audience and goals, print or digital placement options are of interest to the Helena CVB. Through a partnership with the Helena TBID, marketing opportunities are evaluated to ensure there is no duplication of efforts. Helena is also interested in opportunities with travel planning sites allowing us to reach our target audience in the Inspiration and Orientation phases of the planning process.

FY 20-21 Budget Pie Chart by Method.pdf

Optional: Include attachment here. Helena Research that Supports Target Markets.docx

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

The Helena CVB has participated in co-ops with the Helena TBID and The Helena Regional Airport in the past couple of years. The results from these co-ops have been successful, and the Helena CVB plans to continue participation in co-ops with other bed tax funded organizations as long as they are available, fit within our marketing goals, and reach the target audience.

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

Helena has participated in several of the MOTBD print and digital co-ops over the past few years: Parents Magazine, History Channel, National Geographic Traveler, Outside, Backpacker, Sojern, Live Intent, Roots Rated, and TripAdvisor. Helena has seen great success with these co-ops, including increased exposure with target audiences and increased inquiries and engagement, and plans on continuing to include them when developing media plans.

Optional: Include attachments here.

Optional: Include attachments here. FY 20-21 Budget Pie Chart by Segment.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
					This campaign will inspire			

Consumer	Print Advertising	<p>As a part of Helena's consumer marketing campaign, we will be developing a strong print campaign that will help build awareness of Helena's outdoor recreation opportunities, arts and culture, historical attractions, special events, and convenient location between the parks with our target audiences.</p>	<p>Helena has seen great success in driving inquiries and traffic to the website with past consumer marketing campaigns. For FY19, Helena's ads reached 1,316,000 people with a cost per inquiry of \$3.99. While the Consumer Marketing Plan was active, the Helena website and 800 number also saw a marked increase in activity. While we are doing less print placement than previous years, we do find value in placing in the Southwest Montana Travel Planner and the Parents Magazine partnership opportunity with MOTBD. For the FY20 print campaign we are anticipating an estimated circulation and reach of 1,007,500. At the time of this planning cycle we are still monitoring the FY20 print media plan elements and will provide final reporting once the campaign is completed.</p>	<p>Effectiveness of this project will be measured by tracking inquiries generated and by calculating the cost per inquiry. Our goal will be to increase visitor inquiries on our website by 5% over the previous year. We will also evaluate any added value components and include those in our tracking and calculations. The Helena CVB will respond to inquiries with the Helena Travel Planner produced with private sector dollars. Our objective is to increase awareness and provide information about Helena to travelers and visitors.</p>	<p>travelers to plan a trip to Helena through branded messaging, hero photography, and captivating copy. It will meet the needs of travelers by educating them about all Helena offers, as well as connecting them to the website or travel planner, which both contain trip suggestions and tools to help with their vacation planning. The campaign will produce engagement and inquiries from potential vacation travelers by driving traffic to our website. We will also include the Helena 800 number, as well as reader service if available. The campaign will be designed to fit within our geographic, demographic, and psychographic targets. In order to increase effectiveness of the consumer marketing campaign, editorial calendars will be evaluated to find stories related to Helena's identity and travel product. We will also seek out added value opportunities with the media we select.</p>	<p>\$10,000.00</p> <p>Due to budget constraints brought on by the Covid-19 Pandemic, we did not utilize this marketing method this year. We will continue to research the effectiveness of print publications and will plan on using this marketing method in the future.</p>	
					As more travel planning is		

Consumer	Online/Digital Advertising	<p>As a primary component of the FY21 marketing plan, the Helena CVB will develop an online/digital marketing campaign to introduce and reinforce Helena to our target markets and as a method of creating engagement and click-throughs to the Helena website from potential visitors. A variety of online and digital media will be planned and placed. Joint ventures from the MOTBD considered as well.</p>	<p>The trend of people being inspired and planning their travel online is increasing each year as people receive their information through their connected devices. Helena's FY19 campaign saw 7.9 million impressions reached and 23,000 clicks,actions, engagement with content, video and social media posts. Helena received a .29% click-through rate, and an average cost per click of \$4.00 on all formats which is very good. The FY19/20 campaign is still in progress and we are monitoring success and will have final reporting in the next few months. These figures reveal a level of success that the supports the CVB's Plan.</p>	<p>Effectiveness of this project will be measured by tracking impressions, clicks, actions, engagement with content, video and social media posts. As we look forward to the time when the current travel restrictions are lifted and people once again begin to travel, our goal will be to meet and exceed the industry standard of both impressions and clicks throughs (CTR) which is currently .06 - .08.</p>	<p>researched online, the Helena CVB would like to take advantage of the targeted options available to engage and reach potential travelers. The digital campaign will be designed to fit within our geographic, demographic and psychographic targets with tactics that have proven successful along with the many co-op opportunities through MOTBD or third parties. Online media also offers opportunity to connect with our audiences with the use of custom content that can be served directly to those that are looking for experiences that Helena offers. We will also take advantage of added value offerings that many of the media vendors we select will provide.</p>	\$52,550.00	<p>The CVB met it's objective which was to exceed the industry standard of both impressions and click throughs (CTR) which is .06 - .08. The CVB registered a click through rate of .60% and generated 1,938,791 impressions with 11,891 clicks/actions/engagements with content/video. The CPC across all formats/media tactics was \$3.57. This was a successful strategy and we will continue to use this marketing method in the future.</p>	21-HCV-7000 FY21 Media Performance Report.pdf
				<p>The objective is to continue to increase the number of assets in our</p>	<p>The Helena CVB has a photo library that is utilized for everything from social media to print ads and public relations opportunities. And sometimes photos have to be acquired for special circumstances. The Helena CVB relies on the photo library to keep production costs low and</p>			

Consumer	Photo/Video Library	<p>Opportunities arise throughout the year when specific photography and video needs to be purchased to create niche marketing campaigns and fulfill requests from publications, writers and for online media strategies.</p>	<p>High-quality images and video that captures the activities, attractions and spirit of Helena make Helena's marketing efforts more powerful and engaging by showing all there is to experience in Montana's Capital City.</p>	<p>photo and video library that will allow us to have fresh, relevant and targeted assets at our disposable. We will measure the success of the method by having the ability to develop advertising and outreach assets that are representative of the tourism product Helena offers that are strong, relevant and emotional so we can create connection with our audiences.</p>	<p>respond to all promotional opportunities with high-quality images. The CVB recognizes the availability of MOTBD photography as well as the availability of area photography from local photographers. Helena has produced two videos in FY17 and added footage in FY18. In FY19, the Helena CVB received stock footage, and program footage from the influencer campaigns that were developed. Some of that footage has already been repurposed in FY20 digital assets. The Helena CVB will be looking to continue to acquire footage and photography of Helena events, landmarks and activities that are truly unique to Helena.</p>	\$1,500.00	<p>Due to budget constraints brought on by the Covid-19 Pandemic, we did not utilize this marketing method this year. We will plan to use this marketing method in the future as the need arises to add new photos to our photo library.</p>	
Marketing Support	Printed Material	<p>Helena prints a dining guide that gives travelers and tourists information about our local dining establishments and breweries. This piece has proven to be very popular to our guests as they now have a reference in their hand so that they can choose the establishment</p>	<p>This guide has become very useful to our visitors as everyone needs to eat and many of them enjoy the local breweries. This also helps our volunteers in answering the most frequently asked question as to where there is a good place to eat. The guides are also helpful to front desk staff at hotels in directing and recommending dining</p>	<p>Success of this project will be based on distribution of all 1300 of the guides given out and feedback from visitors centers and businesses that distribute them.</p>	<p>The most frequently asked question at our visitors centers and hotel front desks is, "where is a good place to eat?" This guide is a valuable tool in directing visitors to our local restaurants and breweries. This guide can be picked up, not only at staffed locations, but is also available at unstaffed locations for</p>	\$3,300.00	<p>Due to budget constraints brought on by the Covid-19 Pandemic, we did not utilize this marketing method this year. We will plan to use this marketing method in the future as the need arises.</p>	

		that best fits their taste.	and brewery options in Helena.		visitors to take to help them with their dining choices.			
Marketing Support	Administration	Administration funds are used for personnel, office supplies and other basic needs to support the office.	This is a professional organization that adheres to state statute.	The objective for the administration budget is to spend funds appropriately and efficiently for managing the organization's operations. Per statute, the maximum allowed for the administration method is 20% of the total marketing budget or less. Success will be determined by the total spend on the administration method; if it is 20% or less, we will consider the method successful.	The Director is responsible for carrying out the Marketing Plan and Budget of the CVB and ensuring that the rules and regulations set forth by the TAC are followed and administered.	\$20,000.00	A total of \$14,408 was spent, which is 20% of the total marketing budget. We were successful in meeting our overall objective of staying within the allowable 20% for the Administration budget. We will continue to use this marketing method.	
Marketing Support	Research	Smith Travel Research produces a monthly "Star Report." This report is the hotel industry standard of benchmarking and provides useful data such as occupancy, demand, revpar and supply to the Helena CVB.	The Smith Travel Report provides the research necessary to see trends and opportunities in the lodging industry and across Montana.	Effectiveness of this project will be measured as we track trends in occupancy and revenue collected by local hotels. From that we will be able to see the impact we are making with our advertising dollars.	With this report the Helena CVB will be able to see fluctuations in occupancy and demand while deciding what months and seasons the CVB may need to market differently. This research will not only provide us with a benchmark for success in our sales efforts, but will be a destination management tool as we look at the quantity of rooms and	\$2,400.00	This is the 15th year that the Helena CVB has purchased the Smith Travel Research Report. This report has been very valuable to the CVB and to all of our local partners. Still continuing to deal with the Covid-19 Pandemic, it has been crucial to know the impact and effects of the Pandemic. For FY-21, Occupancy was down 4.3% with ADR being down 2% and RevPAR down 6.2% when compared to FY-20. The impact of the Pandemic was very devastating to local hotels. However, this summer started out very strong with people once again feeling safe to travel. This fact is confirmed in the STR report as June of 2021 was the best June on record for Occupancy and ADR with Occupancy being 79.2% and ADR \$118.40. The	June 2021 STR Report.xls

					evaluate our occupancies in our high, low and shoulder seasons.		STR report continues to deliver invaluable information as we continue to deal with the effects of Covid-19. This was a very succesful strategy and we will continue to use this marketing method.	
Marketing Support	Fulfillment/Telemarketing/Call Center	The Helena Chamber of Commerce will produce and print a vacation guide that will be used as a fulfillment piece for the Helena CVB. The CVB receives numerous requests for information and this vacation guide will be used as our fulfillment piece. These funds will be used to pay for postage to send this fulfillment piece to those requesting more information on Helena.	A study done by ITRR in 2016 showed that 25% of travelers use brochure information racks. Our goal will be to have the Helena Visitors guides available for those looking for a hard copy of tourist information.	Success will be measuredn if all 25,000 of the guides distributed and given out both locally and requested due to advertising by the CVB. Our plan is to fulfill requests for information with a response time of two weeks or less. This will also allow us to evaluate which states are requesting the most visitor information.	The Helena CVB distributes the travel guide to the local visitors centers and businesses including hotels, restaurants and tourist attractions. The guide is also mailed out to anyone who requests tourist information through the Helena Chamber/CVB. The CVB advertises in various magazines as well as digital online advertising. Leads for tourist information are received and fulfilled by the Helena Chamber/CVB.	\$3,500.00	More guides were produced this year and the CVB distributed and mailed out to requests all 30,000 guides printed. We also met our goal of mailing out the fulfillment piece in a timely fashion by responding to all requests in less than 2 weeks. This was a successful strategy and we will continue to use this marketing method in the future.	
Marketing Support	Joint Ventures	The Helena CVB would like to assign a project and budget for joint ventures that may occur during the FY21 marketing year. When project opportunities arise, the CVB will submit details of the project to the TAC.	Projects, events and joint ventures that come up during the year have provided Helena considerable press and earned media in the past.	Metrics for success will be determined when a joint venture project is submitted to the TAC.	Joint Venture projects will allow the Helena CVB to be prepared if opportunities arise in FY21.	\$1,000.00	Due to budget constraints brought on by the Covid-19 Pandemic, we did not utilize this marketing method this year. We will plan to use this marketing method in the future as Joint Ventures remain important to the CVB.	
		The Helena CVB would like to assign a project and budget for opportunities that may	Opportunity projects will allow the Helena	Metrics for success will			Due to budget constraints brought on by the Covid-19	

Marketing Support	Opportunity Marketing	occur during the FY21 marketing year. When project opportunities arise, the CVB will submit details of the project to the TAC.	CVB to be prepared if opportunities arise in FY21. It is unusual to not have an opportunity of some nature surface during a marketing year.	be determined when an opportunity project is submitted to the TAC.	Opportunity projects will allow the Helena CVB to be prepared if opportunities arise in FY21.	\$1,000.00	Pandemic, we did not utilize this marketing method this year. We will plan to use this marketing method in the future as Opportunities are presented to the CVB.	
Marketing Support	TAC/Governor's Conference meetings	These funds will be used to attend TAC Meetings and the Governor's Conference on Tourism	Professional development is proven to increase efficiency and accuracy in operations.	The objective for this method is for appropriate staff to attend required meetings in order to obtain at least two items from each meeting that will be shared with our leadership in order to support all marketing efforts. We will measure the success of this method by tracking attendance and through the reports back to the organization.	It is important to attend these meetings to see what other tourism entities as well as the MOTBD are doing in their marketing efforts. Items such as Joint Ventures and other opportunities to participate in nationwide marketing are discussed and these meetings and conference are a great opportunity to network with peers from around the state.	\$1,250.00	Although the Helena CVB did not incur any expenses with this method as the meetings were held in Helena or via zoom due to the Covid-19 pandemic, this was still a very valuable method. The annual Governors Conference on Tourism was also cancelled due to Covid. The executive director attended all TAC meetings and in addition the director reported back to the board of directors during monthly meetings that were held. Several relevant items were brought forward and at least a half a dozen items that included detailed information and resources to improve our marketing and advertising. TAC meetings provided valuable information and training needed while dealing with the current health crisis and the effect that this has had on travel and tourism. We will continue to use this method in the future	
Marketing Support	Marketing Plan Development	The Helena CVB annually revisits its marketing position and works to develop a strong, focused marketing plan. This project encompasses the marketing support provided by our agency of record, The Wendt Agency, in the form of preparation for, and the subsequent development and writing of, the FY22	The Helena CVB has seen success in planning and executing marketing tactics that reach the goals and objectives set forth by the TAC and the CVB Council. A marketing plan also allows us to set up metrics to measure the tactics and compare year to year	Our success will be measured in reaching and or exceeding the objectives set forth in the FY21 marketing plan.	Our overall objective is to develop a cohesive, effective marketing plan to be approved by the Tourism Advisory Council. Our plan will aim to increase hotel occupancy and revenue of Helena hotels by raising the overall level of awareness of Helena's	\$3,500.00	Due to budget constraints the CVB did not expend any funds on our FY22 Marketing Plan. We will continue to use this marketing method in the future.	

		Marketing Plan for submission to the Tourism Advisory Council. Also included in this cost is any materials needed for the presentation of the marketing plan to the Tourism Advisory Council.	allowing us to fine tune what is successful and what has not worked.		historic, cultural, and recreational attractions and activities. All tactics will address the travel decision process.			
						\$100,000.00		

Marketing Method Evaluation Attachments

- Attachment 1 Helena CVB FY21 BvsA & Pie Chart.xlsx
- Attachment 2
- Attachment 3
- Attachment 4
- Attachment 5
- Attachment 6
- Attachment 7
- Attachment 8
- Attachment 9
- Attachment 10

Marketing Method Budget

Marketing Segment	Marketing Method	Bed tax funded budget	Non bed tax funded budget (optional)
Consumer	Print Advertising	\$6,000.00	\$0.00
Consumer	Online/Digital Advertising	\$50,102.00	\$0.00
Consumer	Photo/Video Library	\$1,500.00	\$0.00
		\$57,602.00	\$0.00
Marketing Support	Printed Material	\$3,300.00	\$0.00
Marketing Support	Administration	\$17,600.00	\$0.00
Marketing Support	Research	\$2,400.00	\$0.00
Marketing Support	Fulfillment/Telemarketing/Call Center	\$3,500.00	\$0.00
Marketing Support	Joint Ventures	\$50.00	\$0.00
Marketing Support	Opportunity Marketing	\$50.00	\$0.00
Marketing Support	TAC/Governor's Conference meetings	\$50.00	\$0.00
Marketing Support	Marketing Plan Development	\$3,500.00	\$0.00
		\$30,450.00	\$0.00
		\$88,052.00	\$0.00

Miscellaneous Attachments

Description	File Name	File Size
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Reg/CVB Required Documents

Description	File Name	File Size
Chamber Board CVB MP & Budget Approval	Chamber Board CVB MP & Budget Approval.pdf	304 KB
Helena CVB Application	Helena CVB Application.pdf	200 KB
Helena CVB Cert of Compliance	Helena CVB Cert of Compliance.pdf	278 KB
Helena CVB Pledge of Understanding	Helena CVB Pledge of Understanding.pdf	233 KB

