



Grant Details

95522 - FY21 Region/CVB Marketing Plan

101298 - FY21 KallisPELL 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

As this marketing plan is in its final stages of approval the world is dealing with COVID-19. The full impact of this global pandemic is yet to be determined but we know that it will have a substantial, long term impact on the tourism industry. Short term, Discover KallisPELL has shifted from a marketing to messaging strategy, sharing appropriate messaging to the traveling consumer to let them know that we want them to visit KallisPELL, just not now - Daydream Today, Travel Later. We are mitigating risks by reducing planned expenditures for the remainder of FY20 and adjusting projected revenue and expenditures for FY21. We are retaining brand awareness and connection with our loyal followers through newsletters, social media, VIC services, blog and website to push out relevant and current content. We are gathering resources and data and communicating regularly with local, regional and state industry stakeholders.

This marketing plan is predicated on conditions being normal, a plan that serves to promote our destination and achieve maximum ROI. The TBID and Bed Tax FY21 budgets that support this marketing plan have been decreased from their original projected revenues. Page 27 of this document addresses the adjustments and strategies that will enable Discover KallisPELL to be nimble - to further adjust if needed based on local and state restrictions, traveler and community sentiment and revenue over the next 12 months. Discover KallisPELL will work closely with the KallisPELL Chamber and TBID Board of Directors to manage revenue, expenditures and promotional strategies outlined in this plan.

ABOUT KALISPELL MONTANA

What sets KallisPELL apart is the way two worlds come together. This is a town dripping with history but not stuck in the past...our spirit is 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.

KallisPELL's Nonresident Visitor Characteristics – ITRR

- Group Characteristics: 19% all first-time visitors; 73% all repeat visitors; 77% plan to return within 2 yrs.
 - Primary reason for trip: 68% vacation/recreation/pleasure; 17% visit FRF or attend event
 - If on vacation, attracted for: GNP, mountains, family/friends, open space
 - Sites visited on trip: GNP, YNP, Flathead Lake state parks, other MT state parks; hot springs
 - Top activities: scenic driving, day hiking, photography, wildlife watching, shopping, camping, visiting other historical sites, local brewery, museums, Indian reservations, art exhibits, and attending festivals/events.
 - Residency of origin: WA, CA, BC, MN, AB, TX, AL, CO, ND, SC
 - Age groups represented: average age 58; median age 60; 55% male; 45% female; 21% 1st time visitor
 - (Source: ITRR 2019 Quarterly Non-Resident Survey – spent at least one night in KallisPELL)

Expenditure Data

Non-Resident visitors spent \$614M in Flathead County during 2018.

(graph of expenditure categories in full version of marketing plan)

Destination Facts

- Lodging properties in KallisPELL in 2019: 22 hotels with 1,950 rooms plus over 430 short term rental properties active in KallisPELL during the peak season (AirDNA).
- New lodging property in 2019 and 2020: 1) Sherman Lodge, a five-room lodging operating in coordination with a fly-fishing outfitting service, a comfortable place to overnight and a base camp from which to launch their guided adventures. 2) Montana Basecamp RV Park opened summer 2019. The RV park is on 50 acres which adjoins a 22-mile paved trail system offering spectacular views. Currently featuring 62 RV sites but designed with phased plan to expand.
- Groups of 10-500 can be comfortably and adequately accommodated in KallisPELL. Two conference hotels that can accommodate up to 280 rooms per night with over 26,000 square feet of meeting space.
- Glacier National Park: 3.05M recreational visitors in 2019.
- KallisPELL's Glacier Park International Airport is served by five major airlines – Alaska, Allegiant, America, Delta, United - which fly to 14 cities (some seasonal).
 - New flights in 2019: non-stop service to Dallas, Chicago, Los Angeles and Phoenix/Mesa
 - Announced weekly non-stop to New York (LGA) beginning June 2020.

- o GPIA 2019 – 356,297 enplaned passengers, 16% increase over 2018.
- International Tour Operators: 121 tour operators offered product in Kalispell and 3,483 room nights book for \$1.1M in spending generated from Intl Travelers in Kalispell. (Source: RMI T.R.I.P. report)

Kalispell Strengths

- Increased availability of non-stop flight destinations to Kalispell due to efforts by the airport and Glacier AERO represented by the Flathead Valley business and tourism industry.
- Energized community: Kalispell area was named the third-fastest growing micropolitan community in the nation for the third year in a row and ranked as the sixty-best micropolitan area in the U.S. for business start-ups. A strong economy leveraged by tourism, manufacturing, retail and health care.
- Core area and rail project: committed City and other stakeholder groups to enhance and develop the downtown core.
- 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.
- Annual destination events that increase visitations such as Montana Spartan Race, Montana Indoor Soccer Championship, Skijoring at Rebecca Farm, The Event at Rebecca Farm, Three Blind Refs.
- Kalispell successfully accommodates conferences of 500+ utilizing two convention hotels and nearby overflow guest rooms. Proven track-record including features in national meetings publication and sterling testimonials.
- Ashley Creek Historic Venue: new event and wedding venue for up to 350 attendees plus outdoor venue to be developed summer of 2020.

Kalispell Challenges

- Sized between a larger Montana city and a resort town, Kalispell is neither. It's a burgeoning, thriving community that is best viewed and described as a small city with mountain-town amenities and culture. This distinction is an integral part of what sets Kalispell apart and vital to understand the competitive dynamics when setting expectations for seasonality of visitation, occupancy and room rates.
- Weather conditions are deviating from historical patterns which poses a challenge when promoting outdoor recreation and outdoor events. 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 post 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) is influencing traditional lodging occupancy and ADR. Airdna states Kalispell has 432 active STR's in the peak season with an average of 2.4 bedrooms per unit. That's an additional 1,036 rooms serving the visitors that is not reflected in occupancy data and benchmarking for Discover Kalispell.
- "Alberta's economy is expected to regain its footing in 2020 after a period of weakness in 2019. Real gross domestic product (GDP), a common measure of economic activity, is forecast to grow by 2.5% and surpass pre-recession levels" (alberta.ca/economicoutlook). This is based on current national and global situations which dictate the strength of the Canadian dollar. Kalispell is a popular destination for Alberta and southwest British Columbia for recreation and shopping, but visitations depend largely on the exchange rate.

Kalispell Opportunities

- Destination and product development: The increased number of sports and conference and event facilities being developed within our competitive destinations highlight 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 be 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.
- Growing Kalispell as a regional trade center: the Kalispell Chamber/CVB serves the local and regional business community by supporting appropriate land use policies and tax incentives and improving infrastructure that helps move the economy forward.
- Flathead Valley Community College One Campaign: \$18M of new construction for new library, student center and performance and athletic facility.
- Kalispell Core and Rail Redevelopment project.
 - o Developed a rail-served industrial park on the outskirts of Kalispell.
 - o Land formerly used by the rail tracks to be developed into a linear park with biking and walking trails in the downtown core.
 - o Opens the core area and historic downtown to vast business opportunities.
- Positioning and branding: Discover Kalispell, through a refreshed brand strategy is building awareness of Kalispell as a destination in and of itself, not just a gateway to what's around it, while defining and sharing what makes Kalispell distinct.
- Enhanced consumer trip planning tools: DiscoverKalispell.com launched a direct booking engine. A trip planning tool that enables engaged travelers to seamlessly book lodging and activity offerings.

ABOUT DISCOVER KALISPELL

Discover Kalispell is the destination marketing and stewardship organization for Kalispell, serving to protect and enhance the destination's resources, quality of life, and economic prosperity through comprehensive marketing, sales and service programs.

Structure

Discover Kalispell, the Kalispell Convention & Visitor Bureau, is a division of the Kalispell Chamber of Commerce. The Kalispell Chamber has served as the official tourism agency for the City of Kalispell since 1987. Discover Kalispell is funded through two contracts with public agencies and generates private funds through registration fees and sponsorships. The Chamber has contracted with the State of Montana for Kalispell's share of the lodging facility use tax since 1987. In 2010, the Kalispell Chamber CVB assumed administration of the Kalispell Tourism Business Improvement District under an agreement between the City, Kalispell hoteliers, and the Chamber.

The Discover Kalispell Team

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Purpose of Marketing Plan

The FY21 marketing plan serves to direct the initiatives and spending for Discover Kalispell and inform and educate the board of directors, community stakeholders, Tourism Advisory Council and the City of Kalispell. The Bed Tax and TBID funds work in collaboration to support this marketing plan.

TBID Renewal

On January 6, 2020 the Kalispell City Council approved the renewal of the Kalispell TBID district through June 2030.

2019-2020 Highlights

- Discover Kalispell completed a brand strategic evaluation and refresh evolving the Kalispell brand to a destination as opposed to a hub, a place in and of itself, a travel experience shaped by the local culture.
- Newly designed 2020 Kalispell Visitor Guide which includes a smaller 'packable' size and features including tear-out maps, itineraries and directories.
- Discover Kalispell's 2019 spring/summer and 2019-2020 winter marketing campaigns garnered 7.7M impressions, 42,576 clicks to website. The seasonal campaigns plus year-round digital webpage. marketing produced increased conversions for newsletter sign up and visitor guide orders – 105% increase in visitor guide requests over 2018.
- Kalispell VIC processed over 11,269 inquiries in 2019, 8% increase over 2018.
- Discover Kalispell hosted the 7th annual Montana Spartan Race in 2019, hosting 7,817 registered racers and 1,500+ spectators. 46 states and 5 Canadian provinces represented. 5,235 racers traveled at over 100 miles to attend the race.
- Over 4,600 room nights booked for group/meeting & convention business through Discover Kalispell promotions for 2019 and beyond.
- Discover Kalispell offered hosted a workshop for industry partners about marketing to international visitors. Reps from Rocky Mountain International, Montana's state and regional tourism offices, and Rocky Mountain Holiday Tours presented marketing strategies and educated local hotel representatives and activity vendors on how to increase international business.

WHY DESTINATION MARKETING IS IMPORTANT FOR COMMUNITIES

Tourism is a competitive industry. When selecting a mountain community for a vacation destination there are many states and cities to choose from. A destination can no longer assume that if they build it they will come. Destination marketing organizations such as Discover Kalispell strive to implement a tourism promotion strategy that over time will increase the competitiveness of the destination, and in turn increase revenues, taxes and local employment. New residents often began as visitors creating a virtuous cycle of economic benefits which begins with travel promotion.

Impacts of destination promotion for a community are far-reaching. Non-resident visitors spent \$3.64 billion in Montana (preliminary 2019) and \$614 million in Flathead County (2018) (ITRR). Those dollars impact a wide range of local business such as restaurants, retail, hotels, outfitters and guides, groceries, gasoline, and rental cars.

Investment in tourism assets provides long term benefits. New businesses such as restaurants and breweries are an important part of the local experience's that visitors are attracted to but are also enjoyed by residents. When a community creates the right conditions for destination development, investment, and promotion, tourism is an economic lever that supports a strong sustainable economy.

Discover Kalispell works as a community partner to support and develop assets that are attractive to visitors but also support the quality of life for residents. Discover Kalispell's comprehensive regional and national campaigns raise Kalispell's profile, which assists the community in receiving new and expanded air service, new industries and employers, and the economic impact of recruiting conferences and events. Travelers' wants and needs as well as their methods of trip planning are constantly changing. The promotional tactics used by a DMO to reach potential visitors need to be current, effective, and genuine to the destination's local culture to garner visitor engagement as well as support and buy-in from the local community. This is achieved with adequate funding and organizational structure and expertise within the DMO.

The role of a DMO has evolved to extend beyond just marketing. A destination's tourism marketing brand works closely with local organizations and governments to be an active partner in the holistic health of the community. Some of the current priorities include:

- Growth – how much is too much regarding visitation levels. Residents are questioning a DMO's contribution to peak seasons and the impact to resources and infrastructure. Discover Kalispell weighs its marketing dollars to promote fall, winter and spring. The summer peak season is not actively promoted through paid

advertising. We use earned media, social media and newsletter marketing to promote areas and activities outside of Glacier National Park and actively guide visitors to off-the-beaten-path experiences.

- Development – DMO's are not just marketers, they are advocates and stewards of the destination's development resources. Discover Kalispell is a actively supporting the following initiatives: Glacier AERO to develop new and expanded air service, the Kalispell core area and downtown development projects, Kalispell arts and culture including our three downtown museums, educating in-market and potential travelers on Leave No Trace principles to help protect our natural resources, and honoring and promoting the culture of northwest Montana.
- Workforce – adequate workforce is a key initiative for the Kalispell Chamber Convention & Visitor Bureau. The 2020 workforce initiative includes a multi-year workforce program supporting Kalispell's three top industry sectors: tourism and hospitality, manufacturing and occupational trades, and bioscience.

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 Montana 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: Kalispell's vibrant downtown offers Montana-inspired dining, spirits and brews. Situated perfectly between Glacier National Park and Flathead Lake, blending four-season adventure and soul-stirring beauty for an unforgettable experience.

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

People love to plan trips based on what they see in photos, especially those that they follow on social media. It is for many, the top media to acquire inspiration – spark ideas for the next great vacation.

We travel for different reasons such as business, wellness-health, visiting family, educational travel. For the leisure traveler the top reasons include seeing new cultures and customs, experiencing the outdoors, conquering new adventures, having time to think and reflect and creating memories with friends and family. Whatever the reason and wherever one decides to travel, the trip planning cycle is not always a linear path and includes several different stages. Our goal as a DMO is to insert ourselves into that trip planning cycle. To be part of a traveler's consideration set means connecting with the visitor that would be attracted to our destination and the travel resources influencing their choices. An effective destination marketing campaign captures the attention of that motivated traveler.

When it comes to travel, inspiration is everywhere. As a result, the purchase path is full of twists and turns. It ranges from days to months, stretches across thousands of touchpoints, and generates a mountain of data in the process. (Thinkwithgoogle.com)

Google asked travelers in the U.S. how they plan a trip starting with what inspires them to travel.

(graphic included in full marketing plan)

Even after booking may continue to research based on their needs, which often does not include price: 95% visit travel-related sites after booking, 74% re-research a trip, 8% cancel and rebook.

A traveler's needs include a variety of aspects such as dog-friendly hotel, things to do, local's favorite places to eat, or wellness options.

(graphic included in full marketing plan)

Steps a DMO can use to be in the right place at the right time during the travel planning process:

- Focus on needs, not price: travelers are wanting the right trip for their needs, understand what motivates them.
- Let consumer behavior guide the marketing strategy: there is no single path to purchase, use data to identify the potential interaction points with travelers.
- Build relationships early with search: destination searches help to identify travelers that are narrowing their search to a trip that matches your destination.
- Connect across the travel journey: messaging platforms, social media, staying connected with newsletters and current information on website.

Discover Kalispell strategies to reach consumers throughout the planning cycle:

Stage 1 - Inspiration

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 to demonstrate the unique Kalispell culture
- Sponsored content in targeting and retargeting campaigns
- Emarketing to keep followers engaged
- Travel shows – one-on-one conversations with potential travelers in key markets
- Earned media to let others tell your story

Stage 2: Orientation – Planning

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:

- 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 newsletter 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

Messages: Travelers are interested and motivated but probably have not finalized trip plans. Goal is to not lose them to another destination, making 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
- Activity booking links 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

Messages: 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.

Tools:

- Mobile-friendly website with up-to-date event calendar
- Wayfinding signage
- Maps and itinerary suggestions on DiscoverKalispell.com and travel guide
- Making sure that local businesses know what Discover Kalispell is and what resources we have available so they can refer their customers.
- Visitor Information Center that's open year-round with maps, itinerary suggestions and knowledgeable travel coordinator to find the answers to their questions.

Stage 5: Sharing

The goal is to create loyal fans that will share trip photos on social media and tell stories about their adventures at the next party and family gathering.

Back to Stage 1 with the next traveler

Optional: Include attachments here

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

KEY MARKET SEGMENTS

Discover Kalispell utilizes a variety of marketing and promotional strategies to reach leisure travelers and implements a targeted group sales strategy to grow the meetings, convention and group travel segments. The goal: to introduce travelers to the numerous offerings in and around Kalispell, while also helping them choose to overnight in Kalispell.

Discover Kalispell uses data from Google Analytics, ITRR, Visa Vue, mobile arrival data and Tourism Sentiment Index to determine high value geographic and psychographic markets from which to obtain the highest ROI from marketing and other promotions.

Consumer

Summer is not actively promoted through paid advertising. Discover Kalispell uses earned media and social media primarily to actively guide visitors throughout Kalispell and the valley, introducing them to off-the-beaten-path/unknown experiences.

For winter, Discover Kalispell focuses on the destination's well-rounded winter offerings and place a larger emphasis on guided experiences that combine the area's outdoor recreation with indoor amenities like museums, wellness and dining.

Year-round, and especially during shoulder seasons, Discover Kalispell focuses on promoting annual and community events and unique activities.

Key Segment/High Potential Visitors:

Outdoor recreation seekers

Arts and culture enthusiasts

Sporting event travelers

Emerging Segments: Adventure motorcyclists, educational travel

Key Geographical Markets –

Winter	Missoula, Seattle, Los Angeles, Spokane, Great Falls	
Spring	Seattle, Phoenix (May/June), Spokane, Missoula	Emerging: LA, Dallas
Summer	Los Angeles, Dallas, Seattle, Spokane, SF-Oakland	Emerging: NY
Fall	Phoenix (Sept), Seattle, Los Angeles, Missoula, Spokane	Emerging: Dallas

Sports and Events

Discover Kalispell serves as host and partner to bring numerous sporting and other types of destination events to Kalispell. Events range from large national and international events such as the Montana Spartan Race to regional youth events like the Montana Indoor Soccer Championship. Partners include high school athletic directors, venues such as Flathead County Fairgrounds, Majestic Valley Arena and Flathead Valley Community College, community event organizers and national event promoters.

Key Focus: regional or expanded national events during the shoulder seasons and indoor events taking place in winter.

Grants: Discover Kalispell offers grant funding for new and expanding events based on an application and scoring process directed by the TBID board of directors. <https://discoverkalispell.com/grants/>

Meetings and Conventions

Association continues to be a strong market for Kalispell. It is the most reliable and dependable market largely due to the predictability of the rotation process, number of members and time of the year. Traditionally our focus has been primarily regional and national. Discover Kalispell will build on relationships established within the state getting more involved with our Montana associations.

Discover Kalispell plans to put more focus on the Montana associations and the organizations they belong to, for example Montana Society of Association Executives. Many organizations continue to grow in their membership, we need to keep Kalispell on the forefront. Within the Pacific Northwest, the Puget Sound area will remain in our geographical market. Cities in the Puget Sound region include Tacoma, Olympia and Everett. Seattle is the closest major U.S. city to Kalispell and in addition to being only an eight-hour drive from Seattle, Glacier Park International Airport offers three direct flight out of Kalispell daily and Amtrak services to Whitefish. We have included Oregon within the geographical market because of the easy access to Kalispell and the number of regional associations located in Salem and Portland.

Key Segment: State, national and regional associations

Key Geographical Market: Montana, Pacific Northwest region – Seattle, Oregon

Tour & Travel

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.

Domestic tours offer niche travel experiences to include seniors, cultural, historical and motorcycle tours.

International tour operators are especially interested in offering unique, off-the-beaten-path experiences to travelers. Favorites include national parks, recreational activities, western and cultural experiences and historic tours.

Discover Kalispell will work with tour companies offering national park, cultural, historic itineraries, motorcycle trips and internationally with tour operators that are in Germany, Australia, Italy, France, United Kingdom, Benelux and Nordic Regions – The Great American West as part of Rocky Mountain International.

Key Segment:

- Domestic groups that promote niche travel to include seniors, cultural/historical and motorcycle tours.
- International tour operators that promote outdoor recreation, national parks, cultural and historic experiences to travel planner in their countries.

Key Geographical Market: Tour operators that work in Germany, Australia, Italy, France, UK, Benelux and Nordic Regions (RMI).

b. *What are your emerging markets?*

Emerging Markets

Consumer -

Segments: adventure motorcyclists, educational travel

Geo: LA, Dallas, NY

Optional: Include attachments here.

c. *What research supports your target marketing?*

DESTINATION MARKETING INDUSTRY TRENDS

"2020 travel trends reflect not so much where you can go, but who you can be while you're on the road. Carbon offsetting is on. Microcations get big. Green hotels check in. Single-use plastics phase out. Giving back takes hold. Women-only trips shine. Wellness vacations turn to nature." National Geographic

Social Media – with over 40% of the world's population on social media (HubSpot) it's important that a DMO leverage the platforms as an integral part of a targeted marketing campaign. Social media enables a destination to portray a visual story, sharing experiences a traveler can have which inspires travel.

"For DMOs, Instagram and Facebook have the power to create dynamic experiences that engage with travelers by telling the visual story of a destination using photos and video." Sojern

Social media statistics for 2019 (blog.Hub Spot):

- 42% of the world's population uses social media. That's 3.2 billion users worldwide. (Emarsys)
- To break it down, 90.4% of Millennials, 77.5% of Generation X, and 48.2% of Baby Boomers are active social media users. (Emarketer)
- 54% of social browsers use social media to research products. (GlobalWebIndex)
- Each person spends an average of 2 hours and 22 minutes on social networks and messaging. (Globalwebindex)
- 366 million new people started using social media in the past year. That's more than a million new people joining social media every single day. (Hootsuite)

Use of Influencers – social influencers with a niche travel segment following enable a DMO to reach a target market through a trusted source, providing a customized experience in market for the influencer that fits their audience increases the consumers intent to visit.

Local sources to tell an authentic story – today's travelers don't want a list of what there is to do, they want to feel the experience through authentic content curated from locals and loyal visitors. No longer is a list of 5 Things To Do In Winter for example enough, consumers want to understand what its actually like to be in Kalispell, why those that live here love it.

Mobile resources – travelers rely on mobile more and more during the early stages of trip planning and on their trip. Marketers can integrate tools that are available through travel tech leaders within the DMO's platforms such as Google mapping, online booking for lodging and activities, video, and virtual reality.

Travelers versus locals – residents need to understand the role and outcomes of a DMO's work, viewing increased visitor dollars not as THE end goal but as a means to achieving various ends – a multifunctional purpose that includes locals in the equation.

Group and M&C–

Destination Analysts 2019 annual online survey of meeting planners: In total, 482 completed surveys were collected, presenting a full spectrum of experienced meeting and event planners. Markets represented were corporate (53.1%), national/international association (41.3%), state/regional association (21.0%), third-party planners (29.7%) and SMERF planners (44.8%) including those who regularly plan meetings and events for social, military, educational, religious and fraternal organizations as well as government, non-profit, sports, ethnic/multicultural and reunions.

Meeting Success Metrics-Overall:

(graphic included in full marketing plan)

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

1. Attendee Satisfaction-SMERF Planners
2. Number of Attendee Registrations-Association Planners
3. Client Satisfaction-Third-Party Planners
4. Achieving Meeting Goals-Corporate Planners
5. Overall Experience of the Meeting-Corporate Planners

Importance of Destination Attributes-Overall:

Top five most important overall destination attributes and the type of planners who rated them the highest:

1. Hotels Quality -Third-Party Planners
2. Hotels Rates - Association Planners
3. Overall Cost of Holding Meetings in the Destination - Association Planners
4. Geographic Location - Corporate Planners
5. Meeting Facilities - Third-Party Planners

(graphic included in full marketing plan)

Top five most important services that CVB's provide and the type of planners who rated them the highest:

1. Personalized Hotel Selection Assistance - Association Planners.
2. Incentive Packages to Hold Your Meeting/Event in Their Destination - Third-Party Planners.
3. RFP Distribution - SMERF Planners.
4. Personalized Venue Selection Assistance - Association Planners
5. Advice/Recommendations for Vendor Selection - Third-Party Planners

Eprodirect is a hospitality marketing agency who focuses exclusively on the meetings and convention segments of the hospitality industry. Discover Kalispell has done successful M & C campaigns with Eprodirect to promote FAM sign ups and meetings in Kalispell. Annually they conduct an online survey for their clients. The survey was conducted from October 1 through October 31, 2019 with a total of 392 meeting planners participating.

The meeting planner profile consisted of:

- 57.4% worked as a professional planner for more than 10 years
- 26.2% of respondents plan more than 25 meetings per year

- Survey respondents include:
 - Independent/Third Party Meeting Professionals 28%
 - Association Meeting Professionals 29%
 - Corporate Meeting Professionals 22%
 - Government 7%
 - Other 12%
 - The majority (60%) are not members of a professional industry organization.

Primary key take-a-ways for Discover Kalispell are:

- To learn about meeting facilities, planners are most likely to use hotel websites (79%). Other sources include internet search engines (60%), and CVB websites (58%).
- Meeting planners continue to find a great deal of value in FAM tours, meeting facility guides and new hotel openings.
- 66% of planners like to be engaged on LinkedIn, although surprisingly only 3% prefer to be contacted (solicited) through LinkedIn.
- 78% find value in using a CVB for RFP distribution and destination assistance.
- Planners seem to find facility views and virtual tours to be the most helpful when selecting a meeting venue.
- Planners continue to read trade publications, but don't often use them as their primary source to learn about meeting venues.
- Saving time and money are the most important benefits for planners engaging in multi-year contracts.

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 the sports and event destination within northwest Montana by building relationships with state and local organizations and regional and national promoters and tournament directors.
5. Provide sponsorships through the Discover Kalispell Grant program which support new and expanding events and develop visitor asset.
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.

Objectives

1. Increase occupancy at TBID hotels by 2% during FY21 (as measured by STR Report).
2. Increase engagement of website users on DiscoverKalispell.com through increasing average pages per session and session duration during FY21. (FY19 = avg 2.94 pgs/session; 1:36 session duration)
3. Increase visitor guide requests by 25% over FY20.
4. Increase consumer newsletter database by 15% over FY20 (equates to additional 2,500 opt-in subscribers).
5. Measure the engagement with Discover Kalispell social media channels by 1) increasing followers on Instagram by 10%, and 2) obtain an average post engagement on Facebook of 4%.
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 Discover Kalispell signature events: on budget.
9. Increase database of qualified and interested meeting planners and tour operators by 15% over FY20 (equates to additional 600+ opt-in subscribers).
10. Retain engagement of meeting planner and tour operator database through quarterly newsletters.
11. Attend two tradeshows to promote Kalispell as a meeting and group travel destination.
12. Host two individual FAMs for qualified planners or tour operators 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 KCVB Bring It Home program to a total of 35 referrals in FY21 (17 referrals in FY19).

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

Discover Kalispell partners with MOTBD in digital and print campaigns and research joint ventures. Other cooperative projects include press trips, trade shows such as IPW and IRU and photo and video asset sharing.

Discover Kalispell FY21 Marketing Plan and Budget - Bed Tax.pdf

Optional: Include attachment here.

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

Discover Kalispell partners with Glacier Country and in-region CVB's on a variety of projects such as media events, press trips, meeting planner FAM's, trade shows, and crisis management planning.

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

Print - JV Parents Magazine for last two years. Successful in that it also provides travel guide leads.

Digital - partnered with MOTBD, WCVB and GC on comprehensive digital, OOH and press trip campaign to promote new flights and new airline. Successful due to ability to leverage reach of each partner and the cooperative funding enabled us to make an impact in large markets such as LA and Dallas.

Research - KCVB subscribes to Visa Vue which has provided useful data at a price that KCVB could afford and it then provides MOTBD with Kalispell data.

Photo-Video assets - sharing of assets is highly valuable.

Crisis Management planning - open communication channels and sharing of planning documents with MOTBD and area partners when dealing with wildfires, PR crisis and currently the Coronavirus situation.

Optional: Include attachments here.

Optional: Include attachments here.

Supplement to FY21 Marketing Plan - Coronavirus Planning and Recovery.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 Attachmt
Consumer	Photo/Video Library	Secure new photos & videos that support the PR, social media & advertising.	Images touch a traveler during each phase of the decision process through social media, online adv., and mobile marketing. In today's culture the average attention span is fewer than 9 seconds when viewing digital media, especially social media. A social media post with an image is 10x's more likely to get engagement than a post without an image. Studies show that people only remember 10% of what they hear once 72 hours have passed. However, if you pair a relevant image with your material, people can remember 65% of the information after three days. https://medium.com/@oninelogomaker/why-images-are-so-important-to-social-media-b9411d0678a8	Completion of photo/video shoot and/or acquisition of assets that meet our criteria within the available budget.	Images play an important role in promoting a destination and engaging with target audience.	\$2,000.00	This method was successful, we met our objective. Funds were used to acquire full unlimited usage of drone video (15); drone still images (176); and still images (850). The images portray the varied aspects of the destination and will be used in a variety of promotional campaigns, website and social media. Discover Kalispell will continue to use this method to acquire current and relevant photo and video assets that support our marketing strategy.	Sample of photo assets acquired.pdf
Consumer	Social Media	Update and manage Discover Kalispell's social media channels to foster consumer engagement and enhance cross platform consistency. Facebook, Twitter, and Instagram.	7 of 10 Americans use social media to connect with one another, engage with news content, share information and entertain themselves. https://www.pewresearch.org/internet/fact-sheet/social-media/	Success is measured for organic social media by our ability to use social media channels to broaden and increase brand awareness and manage brand reputation. Consistent administration of the channels is necessary to achieve success. Metrics used to gauge success are number of impressions, reach, clicks, mentions (metrics vary per channel).	Majority of travelers (all demographics) use social media to connect with their friends, family and brands and influencers that they follow. Also to share travel experiences and access consumer reviews.	\$2,000.00	The method was successful, we met our objective. The effective administration of our organic social media channels enabled Discover Kalispell to achieve strong impressions, reach and engagement during FY21: Facebook: impressions - 959,186; reach - 981,221. Instagram: reach - 1,519,697; clicks - 2,042; average CTR 69.65%. Twitter: impressions - 186,359; mentions - 116 https://www.facebook.com/DiscoverKalispellMontana/ ; https://www.instagram.com/discoverkalispellmontana/ ; https://twitter.com/Visit_Kalispell Discover Kalispell 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 brand.	
Consumer	Multi-Media Marketing	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.	Social media and other digital advertising is effective to reach travelers during trip planning and provides measurable ROI and can be tested and modified quickly if an ad is not performing up to expectations or if target geographic markets are modified. A targeted approach with print advertising that provides accompanying editorial delivers content to an already engaged audience. The average traveler spend 13% of their time online conducting travel related activities. Many travelers continue to research and find inspiration after booking. 74% re-research a trip. Marketers, through multi-media advertising address the traveler inquiries and needs. https://www.thinkwithgoogle.com/feature/travel-customer-journey-in-2020	Success will be determined according to the media used per campaign such as impressions, reach, clicks, CTR or views. Campaigns are structured to increase conversions such as visitor guide requests, website traffic and engagement and general brand awareness.	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.	\$15,000.00	The method was successful, we met our objective. Discover Kalispell campaigns primarily included digital media for brand and webpage marketing. In FY21 campaigns included evergreen display and social, streaming services, YouTube, targeted ads based on mobile location data service, and a shop small campaign. Campaigns were supported by bed tax and TBD funding. Metrics below are cumulative for the year. Spotify: 292,937 imp, 182,771 reach, 450 clicks, average 95% completion rate YouTube: 1,718,888 imp, 2,637 clicks, 511,600 views Google Display (evergreen): 5,739,514 imp, 20,584 reach, 0.36% CTR, 539 conversions, 2.62% conversion rate FB/Insta display (evergreen): 5,140,000 imp, 77,013 clicks, 1.50% CTR, 296,091 post engagements. Campaigns: Spring – VG requests; spring – visitations; summer – instate and local (RR messaging). Highest audience engagement – leisure seekers. Mobile location data source ad campaigns: 1. Ready to Travel Drive market campaign – overall. 712,897 imp; 0.093% CTR; 661 clicks. Target audience: Kalispell drive market – competing cities audience; Kalispell drive – lookalike outdoor recreation; Kalispell drive – Yellowstone audience. 2. Wide Open Spaces audience campaign – overall. 528,988 imp; 0.114% CTR; 604 clicks. Target audience: GNP has visited; GNP new audience; wide open spaces interest. Shop Small & Safe Campaign: Discover Kalispell ran a campaign titled Get Vocal About Local. Interactive signs were placed in 5 businesses each week for 4 weeks. Campaign was promoted on social media and website. Customers that shopped in store and posted photo of themselves with sign and wearing mask were entered in drawing to win a \$50 gift card to that store. Campaign featured 20 small businesses. Downtown digital coupon book received 342 subscribers and multiple views of the pass which includes the two safety ads. During FY21 we had a 85% increase in VG requests through the website. Website saw a 71% increase in users, 74% increase in page views and 1.7% increase in session duration. Discover Kalispell will continue to use multi-media marketing. Media selected will be determined by campaign strategy, target markets, and conversion goals.	Consumer Media Buy - sample of ad creative.pdf
Consumer	Travel/Trade Shows	Discover Kalispell hopes to attend at least one travel show during FY21 that supports our key and emerging markets. Depending on available revenue.	Travel shows attract travel enthusiasts that pay an entrance fee to meet travel marketers in a professional setting. Discover Kalispell, through past attendance at travel shows, has found that travel shows and events allow a destination to directly connect with a target market to increase awareness of a destination and promote visitations. Exhibition (trade shows) are the third highest form of lead generation: 1. Direct Mail, 2. Email, 3. Exhibition, 4. Conferences, 5. Print Magazine, 6. Print Newspaper, 7. Mobile. https://www.outsellinc.com/product/digital-transformation-in-the-exhibition-industry/	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.	\$1,100.00	This method was not utilized, trade and travel shows were cancelled or held virtually due to COVID-19 related restrictions. Discover Kalispell will continue to use this method in the future.	
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) Discover Kalispell has been able 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. According to the <i>State of the American Traveler</i> , an independent research report by Miles Partnership, print has consistently shown strength and even slow growth in print usage over the last five years. https://www.milespartnership.com/state-american-traveler	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 that includes locations of 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.	\$1,000.00	The method was successful, we met our objective. Discover Kalispell printed 3,000 copies of our regional and Kalispell map. Map is distributed in VIC, at hotels and other visitor locations. Getting Here Flyer was printed on demand, included in meeting planner and tour operator promotions and informational packets. Restaurant Guide that also includes a map of breweries, wineries, distilleries and cideries was produced, 1,000 copies printed. Restaurant guide is distributed in VIC, airport visitor display, at partnering businesses, in welcome bags for conferences, and other distribution opportunities. Discover Kalispell will continue to utilize printed material method for niche brochures, maps or other identified materials important to our marketing strategy.	Restaurant BWDC Guide - printable format.pdf
							The method was successful. Discover Kalispell utilizes part-time services (33 hours per month) of the group sales manager to administer bed tax funded projects such as digital media campaigns, event promotion, meetings, convention and group sales, FAM trips, and opportunity projects, all with the expectation of growing the database of active meeting planners and receiving RFP's for group events. Position also included regular communication with Kalispell lodging partners. Development and maintenance of CVB resources: <ul style="list-style-type: none"> Examples-Continued training on IDSS Destination Management System with focus on the Economic Impact Module, aRes campaigns (online booking engine for Discover Kalispell webpage), Small Market Meeting and Montana Society of Association Executive membership. Soliciting and bidding on conferences and tournaments: <ul style="list-style-type: none"> Examples-2022 POMa, 2022 Red Angus Association of America, 2021 Montana Economic Development Association. Responding and managing group RFP's:	

Group Marketing	Group Marketing Personnel	Discover Kalspell 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 IDSS, 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.	Group travel 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. Destination Analysts online survey of meeting planners showed the most important services a CVB provides include: personalized hotel selection assistance, incentive packages, RFP distribution, personalized venue selection assistance and recommendations for vendor selection. https://www.destinationanalysts.com/getting-the-love-you-want-from-meeting-planners/	Success is measured by growth in Discover Kalspell's database of meeting planners and tour operators from our target markets, acquisition of RFP's, and leads obtained at group shows and events, and regular communication with Kalspell lodging partners.	Group travel, meeting and convention marketing is a key segment and strategy for Discover Kalspell.	\$12,000.00	<ul style="list-style-type: none"> Examples-2020 Philadelphia Church of God Conference, 2020 Skanska SLT Meeting, 2020 Libertarian, 2020 Others for Living Water Ministries. <p>Facilitates rooming lists, activity coordination for conferences and tournaments:</p> <ul style="list-style-type: none"> Examples-2021 USS Saint Paul Association, 2021 Western Leadership Development, 2021 MT Ghost Town Preservation Society, 2021 Lions District 37, 2021 Kalspell Lakers, 2021 District #5350 Rotary Convention. <p>Sourcing and promoting group tour activities:</p> <ul style="list-style-type: none"> Examples- creating customized activities to meet the requests of days of the week, time of the year for groups and tours, updating regularly local group activities, partnering with local businesses and organizations, assisting with spousal activities, give suggestions from our referral list for key-note speakers, transportation, restaurants that accept group meals, keeping clients up-to-date on the ticketed entry. <p>Assist with FAM (Press) trips:</p> <ul style="list-style-type: none"> Examples- Virtual FAM presentation, visits from international tour operators, various site visits with local planners and meeting magazine journalists. <p>Attend trade shows and webinars related to meetings, conventions and tour and travel market:</p> <ul style="list-style-type: none"> Example-International Round-up - Virtual <p>Assist with administration of social media and media buy projects:</p> <ul style="list-style-type: none"> Example-Discover Kalspell LinkedIn page (weekly), assisted with email blasts and ads for Meetings Today, Small Market Meetings, Meeting News Northwest <p>Partner Outreach:</p> <ul style="list-style-type: none"> Example-regular visits with Kalspell lodging properties and activity providers, provided lodging availability report to local Chambers and Glacier Country, work directly with organizations to assist in citywide bids. <p>The M&C database decreased by 112 subscribers due to the results of COVID. We received 15 qualified leads from Meeting Planners and 8 submissions from meeting planners for a personalized FAM. The Tour Operator database increased by 17 opt-in subscribers. KCVB received 5 additional RFP's from tour operators.</p> <p>Discover Kalspell will continue to utilize our Group Sales Manager to assist with group sales projects.</p>	
Group Marketing	Multi-Media Marketing	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. 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.	Meeting planners and tour operators look to trusted trade sources and networks for information on meeting destinations. A DMO is required to use various forms of media to try and understand what, where and how these planners and tour operators prefer to be communicated to. https://destinationsinternational.org/top-10-digital-strategies-reach-meeting-planners	Success will be measured based on the media used and the objectives for each campaign.	Montana and Kalspell are not typically top of mind when meeting planners are considering a meeting or group travel destination. To gain awareness of the services, expertise and amenities that Kalspell has we utilize media that connects with planners and provides the highest reach with each particular segment.	\$2,000.00	<p>The method was successful, we met our objective. During FY21 Discover Kalspell sponsored e-newsletters through Meetings Today, and ran a digital ad campaign on Linked In.</p> <p>Meetings Today: 6,660 emails sent, 457 opens, 88 clicks, avg 18.3% CTOR. Dates of e-newsletters were Jan 29 and Mar 9. Will continue to look for opportunities to promote Kalspell on Meetings Today print or digital platforms. Meetings Today E-Blast</p> <p>Linked In: 171,068 imp, 392 clicks, 0.23% avg CTR, 1,006 engagements. Target market: Meeting Planners in target geo and segment. Reevaluating whether to continue to use this ad platform due to B2B professional user base, campaigns run a risk of audience saturation and ad fatigue.</p> <p>We produced a motorcycle route map which was promoted through our partnership with the Great Falls CVB for the BMW Rally to promote a post conference excursion to Kalspell, 1,000 maps printed, distributed at BNN Rally conference and at Kalspell hotels and VIC. Digital versions accessible on BMW Rally Conference page and DiscoverKalspell.com.</p> <p>Discover Kalspell will continue to use Group/M&C Multi-Media marketing method to connect with meeting planners and tour operators to increase group travel business to Kalspell.</p>	Discover Kalspell Motorcycle Route Map.pdf
Marketing Support	Administration	Administration fund include required costs for operation of Discover Kalspell such as rent, supplies, postage, bookkeeping, equipment, tech support, janitorial and employer costs related to staff wages and taxes.	Discover Kalspell has used Administration funds every year since becoming a CVB. While it may not be directly supported by specific research, past experience has demonstrated that the organization's operations and successful marketing relies on administrative funds.	Maintain operational costs within established budget.	This is an operational method employed by the organization in order to adhere to the state statute and governing rules and regulations.	\$23,600.00	<p>The method was successful. Administration actual spending was kept at 20% or less of total marketing budget, as required by the Rules & Regulations.</p> <p>Discover Kalspell will continue to use Administration funds for salaries, office supplies and general business operational support.</p>	
Marketing Support	TAC/Governor's Conference meetings	Discover Kalspell's Director will attend TAC meetings and the annual Governor's Conference on Tourism.	While it may not be directly supported by specific research, past experience has demonstrated that the organization's operations and successful marketing relies on participation of the executive director at quarterly Tourism Advisory Council Meetings and Governor's Conference on Tourism whereby pertinent information is shared and action is taken.	Attend meetings within final fiscal year budget and adhere to approved per diem and travel policies.	This is an operational method employed by the organization in order to adhere to the governing rules and regulations. Governor's Conference on Tourism provides insights and education for destination marketers. Funding and marketing plan are approved by TAC, attendance at TAC meetings is required.	\$1,000.00	<p>The method was successful. During FY21 Discover Kalspell attended all required TAC meetings. The October and February meetings were virtual so no expenses incurred. Executive Director did attend the June meeting in person within approved per diem. Governor's Conference was cancelled due to COVID-19.</p> <p>Discover Kalspell 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 Kalspell supports a full time year-round travel counselor. 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 2020 the Kalspell VIC received 10,125 inquiries. In order to create positive connection for travelers with our destination a direct contact response to those inquiries is critical. Through the various channels (phone, email, web chat, visiting the VIC) the travel counselor answers numerous questions, helping to create a positive connection with Kalspell and hopefully an enjoyable trip. 66.4% of travelers rely on the opinions of in-person and/or through direct contact (email, text, etc.) for travel inspiration. https://www.destinationanalysts.com/insights-updates/	Total number of inquiries to VIC, maintaining brochures, VIC open weekends in summer, attracting adequate number of volunteers.	The VIC staff is an important touch point for Kalspell as a travel destination and for the Kalspell 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 in-market visitors engaged with our destination	\$36,000.00	<p>The method was successful. The Kalspell VIC was open and staffed M-F 8am-5pm year-round, Saturday (10-4) and Sunday (10-3) 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 Kalspell tourism partners to share with their guests.</p> <p>VIC staff hours (full time and seasonal) totaled 1,771 hours.</p> <p>A total of 11,909 inquiries were received at the VIC during FY21, a 17% decrease from FY20. Walk-ins: 2,224; Phone calls: 1,371; Web chat: 750 sessions; emails: 3,611; vacation packages 3,848. Top 10 markets for walk-in visitors include: MT, WA, CA, TX, ID, CO, OR, AZ, FL, IL - a total of 2,219 visitors. Top 5 states requesting information: WA, CA, TX, FL, MT.</p> <p>Discover Kalspell 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	Opportunity Marketing	Opportunity funds will be used to support important informational resources to educate and inform visitors. Projects funded are based on opportunities that arise during	Previous fiscal years have shown that there are opportunities that come available during the year.	Crown of the Continent Map Guide - success measured by completion of reprint of map guide and having copies available in the Kalspell VIC for distribution. West Glacier VIC sponsorship - success measured by the VIC being open and providing	Opportunity funds are in place to allow the Discover Kalspell to participate in co-op or other marketing and/or	\$2,000.00	<p>The method was successful. During FY21 Discover Kalspell used the funds to support the reprint of the Crown of the Continent Geotourism Map Guide, sponsorship to the West Glacier VIC, multi-media promotion of Kalspell, M&C virtual FAM, and a sponsored story on CA digital media outlet.</p> <p>The Crown of the Continent Geotourism Map Guide is distributed by Discover Kalspell at the Kalspell VIC. The map provides comprehensive information on Kalspell and other towns, activities and unique sites within the Crown region and makes the connection between Waterton-Glacier NP. Discover Kalspell contributed contributed to the cost to reprinting the map Total map guides printed in 2020 was 100,000, in 2021 90,000 copies were printed. COC Map Guides are free of charge and distributed throughout the Crown region by the COC Geotourism Council and partners. KCVB receives approximately 300 maps for distribution.</p> <p>Sponsorship of the West Glacier VIC enabled the center to be open during the peak summer months to distribute information on things to do outside of the park, including the distribution of the Kalspell Visitor Guide.</p> <p>We had the opportunity to partner with a multi-media organization to acquire video and photo assets on Kalspell and coverage on the Journal of Lost Time promotional channels. In FY21 the funds secured the contract and covered planning costs. Production was delayed to early</p>	Meeting Planner

Support		the fiscal year that aren't part of other FY21 methods and that serve to support the annual marketing plan.		resources to visitors in the peak of summer park visitations. Multi-Media promotions - success measured based on the individual program goals.	publicity opportunities that come available during the year.		FY22. Discover Kalispell partnered with Glacier Country to produce a virtual meeting planner FAM. 923 invitations were sent. 63 planners attended, 50 gift boxes were mailed to the first attendees that registered. The virtual FAM was recorded and the video was available for viewing by those not able to attend the event. Results: DK will host a selected planner for a FAM trip in 2022. Attendees and invite recipients added to DK meeting planner database for future newsletters. Discover Kalispell partnered with Weekend Sherpa, a California based media company, to run a sponsored story about Kalispell on their website and included in a weekly newsletter sent to 48,012 subscribers in the SF Bay Area. Campaign achieved a 25% open rate, 280 clicks. Sponsored story received 1,097 views, 171 clicks. Overall campaign received 263,388 impressions. Discover Kalispell will continue to utilize the Opportunity Marketing method to be able to take advantage of opportunities that arise during the fiscal year.	Virtual Fam - invitation.JPG
Marketing Support	Outreach	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.	While it may not be directly supported by specific research, past experience has demonstrated that the outreach funds are seen as assisting in the promotion and security of the tourism industry and its funding within Montana.	Support Voice of Montana Tourism to support their efforts to promote the state tourism industry. When conditions allow, the funds supports Voices to host a business & legislative round table in Kalispell to educate Flathead County legislative delegation and local industry professionals.	Outreach funds will be used to enable Discover Kalispell to support tourism related organizations that are important to advancing the Montana tourism industry.	\$1,000.00	The method was successful. Voices of Montana distributes messaging via its monthly e-newsletter and website, and attends various state-wide conferences and meetings to be an advocate for the state tourism industry. We were unable to host a Kalispell area roundtable during FY21 due to COVID restrictions. Voices of Montana's continual outreach to state legislators and the business community did serve to educate and inform Flathead County delegation, promoting the visibility and effectiveness of our industry. This method will be continued as it is an effective and efficient means of outreach, partner support and advocacy for tourism in Montana.	
Marketing Support	Wayfinding	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.	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. https://www.actuallywecreate.com/the-importance-of-wayfinding-part-1/	Success is measured by keeping all signs within the comprehensive wayfinding system in good working order.	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.	\$1,000.00	This method was not utilized, the existing wayfinding signs remained in place and in good working order. Discover Kalispell will continue to use this method in the future.	
Marketing Support	Joint Ventures	Discover Kalispell will evaluate available joint ventures as presented by MOTBD and other region or CVB partners and participate in those that meet our criteria and support our marketing objectives. In FY22 Discover Kalispell advertised in the Glacier Country Annual Travel Guide.	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 and other industry partners supports that marketing cohesion.	Success will be measured by the successful printing of Discover Kalispell's ad within the Glacier Country Travel Guide.	Participating in joint venture projects enables Discover Kalispell to leverage industry partner's expertise, resources and reach to meet our marketing segment objectives.	\$5,000.00	The method was successful, we met our objective. During FY21 Discover Kalispell utilized the Joint Venture method to advertise in the Glacier Country annual Travel Guide. We ran a 1/3 page ad in the publication. 150,000 copies of the travel guide are distributed locally and statewide and used in fulfillment for Glacier Country. Discover Kalispell will continue to use the Joint Venture method to work cooperatively with MOT and other regions/cvb's on projects as applicable to our marketing plan.	GC Travel Guide Ad.JPG
Marketing Support	Research	Discover Kalispell seeks to acquire traveler research specific to Kalispell to help inform our strategic marketing decisions.	Data-driven marketing makes it possible for an organization to monitor performance on a regular basis. Marketers must use data to gain insights into the tastes, preference, behaviors and habits of their audience and then make necessary changes improve conversions rates. Research is vital to the creation of a solid marketing plan. In today's rapidly shifting market landscape, the ability to make effective data-driven decisions is crucial for a variety of essential business operations. https://blog.marketresearch.com/why-market-research-is-important-for-strategic-decision-making	Success will be measured by receiving the report and utilizing the data in marketing decisions.	Marketing strategy must be based on data, data from current and past visitors to Kalispell as well as our competitive set destinations.	\$7,000.00	The method was successful, we met our objective. In FY21 Discover Kalispell subscribed to Visa Vue and AirDNA, both as a co-op with MOT. Visa Vue provides quarterly reports showing credit card transactions and spend by geo-market (DMA) and merchant category. This data enables us to identify which markets to direct campaigns to per season. AirDNA provides data on short term rentals (Airbnb and VRBO) for city, zip code, county and selected comp set. This data is important to show the full visitation impact in the destination as many travelers choose short term rentals over traditional lodging properties. Discover Kalispell will continue to use the research method, determining which research product to purchase that will best inform and support our marketing strategies.	
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 2019 3,055 fulfillment packets were requested, a 55% increase over 2018 primarily due to effective retargeting ad campaigns. Fulfillment services managed by the Kalispell VIC staff are necessary to fill those requests and support the destination brand.	Success will be measured by tracking the total number of inquiries to VIC, fulfillment packets requested, and digital downloads of travel guide.	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.	\$6,300.00	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 11,909 inquiries were received at the VIC in FY21, which included 3,848 visitor guide requests. An additional 3,096 visitor guide requests (postal) were received through the website. Fulfillment of those requests was done by VIC staff. A sticker reminding in-market and potential visitors about health and safety guidelines was adhered to each visitor guide. The Visitor Guide is a self-mailer which reduces cost for supplies: eliminating the need for an envelope, and reduces postage as during certain times of the year the guides are mailed as bulk mail. Visitor Guides are also distributed through the Glacier Park International Airport visitor display racks. Approximately 5,000 guides were distributed at the airport during FY21. 1,831 downloads of the visitor guide were tracked through DiscoverKalispell.com. Top geographic markets of visitors requesting visitor guides through the VIC include: WA, CA, TX, FL, MT and OR. Discover Kalispell will continue to use fulfillment services through the VIC and airport display to fulfill requests for visitor information. https://discoverkalispell.com/travel-guide/	
						\$118,000.00		

Marketing Method Evaluation Attachments

- Attachment 1 Kalispell CVB FY21 Budget vs. Actual Expenditures.pdf
- Attachment 2 Kalispell CVB FY21 Pie Chart.pdf
- 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	Photo/Video Library	\$17,000.00	\$0.00
Consumer	Social Media	\$4,000.00	\$0.00
Consumer	Multi-Media Marketing	\$31,568.13	\$0.00
Consumer	Travel/Trade Shows	\$1,100.00	\$0.00
Consumer	Printed Material	\$2,500.00	\$0.00
		\$56,168.13	\$0.00
Group Marketing	Multi-Media Marketing	\$10,500.00	\$0.00
Group Marketing	Group Marketing Personnel	\$12,000.00	\$0.00
		\$22,500.00	\$0.00
Marketing Support	Administration	\$22,817.00	\$0.00
Marketing Support	TAC/Governor's Conference meetings	\$1,000.00	\$0.00
Marketing Support	VIC Funding/Staffing/Signage	\$36,000.00	\$0.00
Marketing Support	Opportunity Marketing	\$10,000.00	\$0.00
Marketing Support	Outreach	\$1,000.00	\$0.00
Marketing Support	Wayfinding	\$1,000.00	\$0.00
Marketing Support	Joint Ventures	\$2,583.00	\$0.00
Marketing Support	Research	\$8,500.00	\$0.00
Marketing Support	Fulfillment/Telemarketing/Call Center	\$6,300.00	\$0.00
		\$89,200.00	\$0.00
		\$167,868.13	\$0.00

Miscellaneous Attachments

Description	File Name	File Size
KCVB Pie Charts	KCVB FY21 Pie Charts.pdf	266 KB

Reg/CVB Required Documents

Description	File Name	File Size
Application for Lodging Tax Revenue	Application for Lodging Tax Revenue.pdf	26 KB
Applicants Certificate of Compliance	Bed Tax Applicants Certificate of Compliance.pdf	224 KB
Pledge of Understanding and Compliance	Pledge of Understanding and Compliance.pdf	27 KB

