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Comments:

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Amendment Comments:

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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 Kalispell 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 Kalispell, 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 both local 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 Kalispell 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 Kalispell will work closely with the Kalispell Chamber and TBID Board of Directors to manage revenue, expenditures and promotional strategies outlined in this plan.

**ABOUT KALISPELL MONTANA**

What sets Kalispell 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.

Kalispell’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.
- Residence 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 Kalispell)

Expenditure Data

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

Destination Facts

- Lodging properties in Kalispell in 2019: 22 hotels with 1,950 rooms plus over 430 short term rental properties active in Kalispell 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 outfitter 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 Kalispell. 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.
- Kalispell’s Glacier Park International Airport is served by five major airlines – Alaska, Allegiant, America, Delta, United - which fly to 14 cities (some seasonal).
- New Fights in 2019: non-stop service to Dallas, Chicago, Los Angeles and Phoenix/Mesa

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Kalsipell Strengths

- Increased availability of stopover flight destinations to Kalsipell due to efforts by the airport and Glacier AERO represented by the Flathead Valley business and tourism industry.
- Energized community: Kalsipell area was named the third-fastest growing micropolitan community in the nation for the third year in a row and ranked as the sixty-sixth most 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.
- State Parks: Kalsipell is surrounded by eleven state parks providing trails, activities, interpretive visitor services, and water-based activities.
- Montana's iconic natural landmarks located in Kalsipell'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 increases visitation such as Montana Spartan Race, Montana Indoor Soccer Championship, Skipping at Rebecca Farm, The Event at Rebecca Farm, Three Blind Flies.
- Kalsipell 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.

Kalsipell Challenges

- Sized between a larger Montana city and a resort town, Kalsipell 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 Kalsipell 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 medium natural 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 tourism occupancy and ADR. AirBnbs states Kalsipell has 432 active STRs in the peak season with an average of 2.4 bedrooms per unit. That's an additional 1,038 rooms serving the visitors that is not reflected in occupancy data and benchmarking for Discover Kalsipell.
- 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/economictools). This is based on current national and global situations which dictate the strength of the Canadian dollar. Kalsipell is a popular destination for Alberta and southwest British Columbia for recreation and shopping, but visitations depend largely on the exchange rate.

Kalsipell Opportunities

- Destination and product development. The increased number of sports and conference and event facilities being developed within our competitive destination highlights the need to Kalsipell to prioritize the expansion of venues and other tourism assets.
- Environment. The natural environment is the cornerstone of Kalsipell and its lie to agriculture and recreation. Discover Kalsipell’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 Kalsipell as a regional trade center: the Kalsipell Chamber/CVB serves the local and regional business community by supporting appropriate land use policies and tax incentives and promoting 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.
- Kalsipell Core and Rail Redevelopment project:
  - Developed a rail-served industrial park on the outskirts of Kalsipell.
  - Land formerly used by the rail tracks to be developed into a linear park with biking and walking trails in the downtown core.
  - Opens the core area and historic downtown to vast business opportunities.
- Positioning and branding: Discover Kalsipell, through a refreshed brand strategy is building awareness of Kalsipell as a destination in and of itself, not just a gateway to what's around it, while defining and sharing what makes Kalsipell distinct.
- Enhanced consumer trip planning tools. DiscoverKalsipell.com launched a direct booking engine. A trip planning tool that enables engaged travelers to seamlessly book lodging and lodging and offerings.

ABOUT DISCOVER KALISPELL

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

Discover Kalsipell, the Kalsipell Convention & Visitor Bureau, is a division of the Kalsipell Chamber of Commerce. The Kalsipell Chamber has served as the official tourism agency for the City of Kalsipell since 1987. Discover Kalsipell 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 Kalsipell's share of the lodging facility use tax since 1987. In 2010, the Kalsipell Chamber CVB assumed administration of the Kalsipell Tourism Business Improvement District under an agreement between the City, Kalsipell hoteliers, and the Chamber.

The Discover Kalsipell Team

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Purpose of Marketing Plan

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

TBID Renewal

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

2019-2020 Highlights

- Discover Kalsipell completed a brand strategy evaluation and refinement evolving the Kalsipell brand as a destination to attracts as a hub, a place in and of itself, a travel experience shaped by the local culture.
- Newly designed 2020 Kalsipell Visitor Guide includes a smaller ‘packable’ size and features including tear-out maps, itineraries and directories.
- Discover Kalsipell's 2019 spring/summer and 2019-2020 winter marketing campaigns generated 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 requests over 2018.
- Kalsipell VIC processed over 11,269 inquiries in 2019, 9% increase over 2018.
- Discover Kalsipell 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 Kalsipell promotions for 2019 and beyond.
- Discover Kalsipell offered hosted a workshop for industry partners about marketing to international visitors. Reaps 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 active 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 no longer can look to an economic strategy that over time will increase the competitiveness of the destination, and in turn increase revenues, taxes and local employment. New residents often begin 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 that visitors are attracted to and 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 Kalsipell works as a community partner to support and develop assets that are attractive to visitors and also support the quality of life for residents. Discover Kalsipell's comprehensive regional and provincial campaigns raise Kalsipell'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 an economic lever that supports a strong sustainable economy.
WEBGRANTS - State of Montana

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 – DMOs are not just marketers, they are advocates and stewards of the destination’s development resources. Discover Kalispell is actively partnering with initiatives like Glacier AERO to develop and expand 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 promoting and supporting 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 seeking 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.

(geographic 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.

(geographic 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, glacierrt
- Targeted content and search marketing
- Discover Kalispell social media channels
- Blog, articles, and inspiring photos & videos to demonstrate the unique Kalispell culture
- Sponsored content in targeting and reengaging campaigns
- Email marketing 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 - VTC, 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

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

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

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/]

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, Austria, 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.

Optional: Include attachments here
Emerging Markets

Consumer -
Segments: adventure motorcyclists, educational travel
Geo: LA, Dallas, NY

Optional: Include attachments here.

2. 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.HubSpot):
- 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. (MarketMuse)
- 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 users joined social media every single day. (HostTraveler)

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 resources 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:
(graphic included in full marketing plan)

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

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

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Objectives

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

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

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 CBVs on a variety of projects such as media events, press trips, meeting planner FAM’s, trade shows, and crisis management planning.

Optional: Include attachment here.

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.

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Supplement to FY21 Marketing Plan - Coronavirus Planning and Recovery.pdf

GOALS & OBJECTIVES

Goals

1. Increase year-round visitation 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 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 35% 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).

Optional: Include attachment here.

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Supplement to FY21 Marketing Plan and Budget - Bed Tax.pdf

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## Marketing Segment, Method & Budget

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<tr>
<td>Consumer</td>
<td>Photos/Video Library</td>
<td>Secure new photos &amp; videos that support the PR, social media, &amp; advertising. Images touch a traveler during each phase of the decision process through social media, online ads, and mobile marketing. In today's culture the average attention span is in fewer than 9 seconds when viewing digital media, especially social media. A social media ad touch points 10x more likely to get engagement than a post without an image. Studies show people only remember 10% of what they hear once 72 hours have passed. However, if you pair a relevant image with your content, people can remember 85% of the information. <a href="https://medium.com/@onlinelogomaker/why-images-are-so-important-to-social-media-40411587b8bb">Link</a>. Completion of photos/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.</td>
<td>$2,000.00</td>
<td>This method was successful, we met our objective. Funds were used to acquire full unlimited usage of stock images (10); drone still images (175); and still images (882). The images portrayed 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.</td>
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<tr>
<td>Social Media</td>
<td>Update and manage Discover Kalispell's social media accounts. Update and manage Discover Kalispell's social media accounts.</td>
<td>7 of 10 Americans use social media to connect with one another, and this includes news content, share information, and entertainment. <a href="https://www.pewresearch.org/internet/facts/socialmedia/">Source</a>. Success is measured for organic social media by our use to social media channels to engage, 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 engagements, reach, clicks, mentions (metrics vary per channel). Majority of travelers (all demographics) use social media in their travel experiences and access consumer reviews.</td>
<td>$2,000.00</td>
<td>This 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: 955,186; reach: 98,221. Instagram reach: 1,515,907; clicks: 2,242; average CTR 0.62%. Twitter: impressions - 186,399; mentions - 116. <a href="https://facebook.com/discoverkalispellmontana">Source</a> / <a href="https://www.instagram.com/discoverkalispellmontana">Source</a> / <a href="https://twitter.com/VisitKalispell">Source</a></td>
<td>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.</td>
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<td>Multi-Media Marketing</td>
<td>Depending on campaign objectives, media will be selected that will provide 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 is a good way to promote a new stop-flight for example. Online ads are used to reach potential travelers and website are used to reach travelers who are already aware of our brand. The method was successful, we met our objective.</td>
<td>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 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 spends 13% of their time online conducting travel related activities. Many travelers continue to research and find inspiration after booking. 74% research on a trip. Marketers, through multi-media advertising address the traveler inquiries and needs. <a href="https://www.thextra.org/gn/-/return-traveler-journey-2020">Source</a>. 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. <a href="https://www.slideshare.net/ronny/why-images-are-so-important-to-social-media-40411587b8bb">Source</a>. Discover Kalispell's consumer marketing campaigns include a variety of media based on the demographics and geographic market we are promoting to and the cost of media in that particular DMA.</td>
<td>$15,000.00</td>
<td>This 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, blogged sets based on 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 class audience; Kalispell drive – outdoor recreation; Kalispell drive – Yellowstone audience. 2. White Paper Special event campaign – overall. 526,468 imp; 0.114% CTR; 69,04 clicks. Target audience: GNP has visited, GNP new audience: old audience interests. Shop Small &amp; 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 photos of themselves with signs and waving masks were entered in drawing to win a $50 gift card to that store. Campaign featured 30 small businesses. Online digital coupon book was created and distributed to 242 subscribers and multiple wipes of the pass were created. 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 17% 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.</td>
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<tr>
<td>Travel/Trade Shows</td>
<td>Discover Kalispell hopes to attend at least one travel show during FY21 that supports our key 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 visitation. Exhibition (trade shows) are the third highest form of engagement in a destination. Many travelers continue to research and find inspiration after booking. 74% research on a trip. Marketers, through multi-media advertising address the traveler inquiries and needs. <a href="https://www.slideshare.net/ronny/why-images-are-so-important-to-social-media-40411587b8bb">Source</a>. Discover Kalispell will continue to use multi-media marketing. Media selected will be determined by campaign strategy, target markets, and conversion-goals.</td>
<td>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 visitation. Exhibition (trade shows) are the third highest form of engagement in a destination. Many travelers continue to research and find inspiration after booking. 74% research on a trip. Marketers, through multi-media advertising address the traveler inquiries and needs. <a href="https://www.slideshare.net/ronny/why-images-are-so-important-to-social-media-40411587b8bb">Source</a>. Discover Kalispell will continue to use multi-media marketing. Media selected will be determined by campaign strategy, target markets, and conversion-goals.</td>
<td>$1,100.00</td>
<td>This method was not utilized, trade and travel shows were canceled or held virtually due to COVID-19 related restrictions. Discover Kalispell will continue to use this method in the future.</td>
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<tr>
<td>Printed Material</td>
<td>Design and production of maps and niche brochures. Through the use of targeted printed materials distributed through a variety of channels (fulfillment requests, brochures, maps, distribution at travel shows). Discover Kalispell has been able to engage with potential visitors and brand them to our website and social channels to learn more. Niche brochures also play a role as targeted tear sheets which are important in trip planning. According to the State of the American Traveler, an Independent research report by Miles Partnership, print media has consistently shown strength and even slow growth in print usage over the last five years. <a href="https://www.midemarker.com/state-of-the-american-traveler">Source</a>.</td>
<td>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 location of hotels. Other niche brochures that have been supported in the past include a Distilleries map, hiking brochures, Breweries, Wineries, Cideries, are the Flathead Valley's most popular item which includes an area map and detailed Kalispell map that includes location of hotels. Other niche brochures that have been supported in the past include a Distilleries map, hiking brochures, Breweries, Wineries, Cideries, are the Flathead Valley's most popular item which includes an area map and detailed Kalispell map that includes location of hotels. Other niche brochures that have been supported in the past include a Distilleries map, hiking brochures, Breweries, Wineries, Cideries, are the Flathead Valley's most popular item which includes an area map and detailed Kalispell map that includes location of hotels. Other niche brochures that have been supported in the past include a Distilleries map, hiking brochures, Breweries, Wineries, Cideries, are the Flathead Valley's most popular item which includes an area map and detailed Kalispell map that includes location of hotels. Other niche brochures that have been supported in the past include a Distilleries map, hiking brochures, Breweries, Wineries, Cideries, are the Flathead Valley's most popular item which includes an area map and detailed Kalispell map that includes location of hotels. Other niche brochures that have been supported in the past include a Distilleries map, hiking brochures, Breweries, Wineries, Cideries, are the Flathead Valley's</td>
<td>$1,000.00</td>
<td>This method was successful, we met our objective. Discover Kalispell printed 3,000 copies of our regional and Kalispell map. Map is distributed in V&amp;C, VNC and other visitor locations. Getting News Flyer was printed on demand, included in meeting planner and tour operator promotions and informational packets. Restaurant Guide which also includes a map of breweries, wineries, distilleries and ciderie was produced, 1,000 copies printed. Restaurant guide is distributed in V&amp;C, airport visitor display, at partnering businesses, in welcome bags for conventions, and other distribution opportunities. Discover Kalispell will continue to utilize printed material method for niche brochure, map or other identified materials important to our marketing strategy.</td>
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WiiGrants - State of Montana

[Link](https://funding.mt.gov/getGrantPrintPreview.do?documentPk=1592250306506&compName=All)[12/16/2021 10:48:45 AM]
<table>
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<tr>
<th>Group Marketing</th>
<th>Group Marketing Personnel</th>
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<tr>
<td>Discover Kalispell utilizes the part-time services of a group sales manager to administer its group marketing programs which includes creating and managing group and event RFPs, 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.</td>
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<tr>
<td>Group travel and meeting convention marketing programs are effective in building brand awareness. Banner ads on Expedia, Hotwire, and similar sites reach meeting planners and tour operators and connect them back to our website campaign landing pages. Newsletter marketing through trade publication databases can be a part of a group marketing campaign strategy.</td>
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<td>Meeting planners and tour operators look to trusted trade sources and networks for information on meeting destinations. A CVB is required to use various forms of media to try and understand what, where and how these influences occur and target their marketing plan. send RFPs to interested tour operators for fees for each meeting planner.</td>
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<tr>
<td>Montana and Kalispell 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 Kalispell has we utilize media that connects with the meeting segment.</td>
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<tr>
<td>Meetings Today E-Blast:</td>
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<tr>
<td>The method was successful, we met our objective. During FY21 Discover Kalispell sponsored e-newsletters through Meetings Today, and ran a digital ad campaign on LinkedIn.</td>
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<tr>
<td>Meetings Today, 6,000 emails sent, 457 opens, 68 clicks, avg. 16.5% CTR. Dates of e-newsletters were June 29 and March 9. We will continue to look for opportunities to promote Kalispell on Meetings Today print or digital platforms.</td>
<td></td>
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<td>Meeting planners and tour operators look to trusted trade sources and networks for information on meeting destinations. A CVB is required to use various forms of media to try and understand what, where and how these influences occur and target their marketing plan. The October and February meetings were among the most successful.</td>
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<tr>
<td>This is an operational method to adhere to the governing statutes and regulations.</td>
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<td>The method was successful. During FY21 Discover Kalispell sponsored e-newsletters through Meetings Today, and ran a digital ad campaign on LinkedIn.</td>
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<tr>
<td>The method was successful. During FY21 Discover Kalispell attended all required TAC meetings. The October and February meetings were among the most successful.</td>
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<th>Administration</th>
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<th>TAC/Governor's Conference meetings</th>
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<th>VIC Funding/Staffing/Signage</th>
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WebGrants - State of Montana

Marketing Support

Outreach

The outreach funds are used to support Voice of Montana Tourism, an important entity to advocate for and communicate the importance of the tourism industry to the economic health of Montanas. While it may not be directly supported by specific research, past experiences have demonstrated that the outreach funds are seen as essential in the promotion outreach funds and then forward the tourism industry and be funding within Montana.

Marketing Support

Wayfinding

The existing wayfinding system needs to be maintained and updated to ensure that the visitor can easily navigate unfamiliar areas. Funds will be used for maintenance and replacement of existing signs when necessary to ensure safety or when new signs are identified that need to be included in the sign system.

Marketing Support

Joint Ventures

Discover Kalispell will evaluate available joint venture opportunities presented by MOTBD and other industry partners that support tourism objectives. In FY22 Discover Kalispell advertised in the Glacier Country Annual Travel Guide.

Marketing Support

Research

Discover Kalispell seeks to acquire new research specific to Kalispell to help inform our strategic marketing decisions.

Marketing Support

Fullfillment/Take市场化/Design Center

Phone, postage and supplies for fullfillment/Take市场化/Design Center.

Marketing Method Evaluation Attachments

Attachment 1

Kalispep CBV FY21 Budget vs. Actual Expenditures.pdf

Attachment 2

Kalispep CBV FY21 Pie Chart.pdf

Attachment 3

Attachment 4

Attachment 5

Attachment 6

Attachment 7

Attachment 8

Attachment 9
### Marketing Method Budget

<table>
<thead>
<tr>
<th>Marketing Segment</th>
<th>Marketing Method</th>
<th>Bed tax funded budget</th>
<th>Non bed tax funded budget (optional)</th>
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<tbody>
<tr>
<td>Consumer</td>
<td>Photo/Video Library</td>
<td>$77,000.00</td>
<td>$0.00</td>
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<td>Consumer</td>
<td>Social Media</td>
<td>$4,000.00</td>
<td>$0.00</td>
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<tr>
<td>Consumer</td>
<td>Multi-Media Marketing</td>
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### Miscellaneous Attachments

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### Reg/CVB Required Documents

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**WebGrants - State of Montana**

https://funding.mt.gov/getGrantPrintPreview.do?documentPk=1592250306506&compName=All[12/16/2021 10:48:45 AM]