



### Grant Details

#### 108656 - FY22 Region/CVB Marketing Plan

#### 113956 - FY22 Helena CVB Marketing Plan

DOC Office of Tourism

**Grant Title:** FY22 Helena CVB Marketing Plan  
**Grant Number:** 22-51-018  
**Grant Status:** Underway  
**Comments:**  
**Applicant Organization:** Helena Area Chamber of Commerce CVB  
**Grantee Contact:** Callie Aschim  
**Award Year:** FY22  
**Program Area:** DOC Office of Tourism

**Amounts:**

<b>Contract Dates:</b>	Contract Sent	Contract Received	Contract Executed
<b>Project Dates:</b>	06/16/2021 Proposal Date	07/01/2021 Project Start	06/30/2022 Project End
<b>Grant Administrator:</b>	Barb Sanem		
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<b>Award Year</b>	FY22		

#### Contract Dates

Contract Sent	Contract Received	Contract Executed	Contract Legal
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**Project Dates** 07/01/2021  
06/30/2022

Project Start	Project End
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**Comments**  
**Amendment Comments**

### Community & Brand Support

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

#### Introduction and current situation

As we start our planning process for the development of the FY22 Helena CVB marketing plan, we are still in the midst of a global pandemic. Things are certainly more positive than they were a year ago, with declining numbers of cases and the rollout of a vaccine. However, we know that we will still be facing challenges as our businesses and economy start to recover. The hospitality and service industries that feed travel and tourism have taken a huge hit in the last year, and we have done everything we could to provide support within this challenging time. It is our hope that we will start to see tourism growth in our area in the summer and fall of 2021 and that it will continue to grow over time until we have COVID under control and in our rearview sights. We are approaching the FY22 Marketing Plan conservatively, as we did for the FY21 plan. We will work as much flexibility into the plan as possible and monitor industry trends and our budget along the way. We will lean into the expertise of our CVB committee and communications firm to make adjustments as needed. We also will continue to encourage safe travel protocols whenever possible. We look forward to seeing the travel industry come back to its full potential for the betterment of our area and state.

#### Identity of Helena – as identified by the Helena CVB

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

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

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

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

- The cost of airfare and flexibility of connections is a concern for travelers
- Limited public transportation, both from outside and inside the city of Helena
- Limited large-scale convention and event facilities
- Limited signage directing visitors to Helena attractions on interstate highways and within the city
- Helena events are seeing increased competition from other Montana towns' events
  - Helena is working to secure High School events such as State Cross Country, Soccer, and other events that fit into the limited infrastructure and space availability in the community
- Lack of extended store, shopping, and attraction hours to accommodate tourists
  - While still an issue, store owner education and downtown events have made headway into resolving this challenge
- With the COVID-19 pandemic, the Helena CVB is working with diminished funding and a slow start up to travel and tourism as we navigate the rest of 2021 and into 2022

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

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

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

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

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

*Breathtaking experiences by day, relaxing hospitality at night.*

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

**Describe your destination.**

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

### *Inspiration*

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

- **Consumer Advertising:** The Helena CVB will develop a strategic media plan that utilizes partner co-ops when available, and placement within publications that reach the target markets. Ads content will highlight activities with a strong call to action and striking imagery.
- **Digital Advertising:** The Helena CVB will develop a strategic digital media plan that targets markets with interest in the attributes of Helena. Digital ads will include eye-catching images that encourage engagement with links to specific pages with relevant content within Helenamt.com. Portions of the digital campaign will also include targeted video messages and native content to drive interest.
- **Public Relations:** The Helena CVB will seek out opportunities with national and regional publications as well as freelance writers/photographers to help generate stories about Helena. This will be accomplished by reaching out to magazine editors, responding to media inquiries, and pitching of special events or new opportunities for visitors to Helena. The CVB will also provide assistance to the Helena TBID, Southwest Montana and Montana Office of Tourism and Business Development, if needed, to support their public relations efforts whenever possible.
- **Photo Library:** The Helena CVB continues to build its photo library, which includes hero shots and photos highlighting activities in and around Helena. It is used for advertising, media inquiries, news releases, website content, and social media.
- **Video:** Helena uses short-form video as an opportunity to highlight Helena's attributes and activities. The video messaging includes a strong call to action to visit Helena. Videos are being used for advertising, public relations, social media, and website content.
- **Opportunity:** It is important to have some reserved budget available for opportunities that may occur during the FY21 marketing year.

### *Orientation*

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

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

### *Facilitation*

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

- **Helenamt.com:** The Helena CVB will continue to partner with the Helena TBID to maintain the site to include itineraries, easy-to-navigate activities, and must-see landmarks.
- **Official Visitors' Guide:** Full of information and maps needed to explore Helena. These guides are available throughout Helena including lodging and popular attractions.
- **Brochures:** The Helena CVB developed a rack card brochure that highlights Helena's convenient location and main attractions. The brochure features hero shots and narrative copy about Helena and the surrounding area. The brochures are distributed along the travel corridor for visitors to Glacier and Yellowstone National Parks and to inform visitors about what Helena has to offer and why it's a perfect stop.
- **Dining Guides:** A detailed dining guide is printed and distributed through the Chamber of Commerce to local attractions and area hotels.
- **Visitor Centers:** The Chambers' visitor center features knowledgeable staff and printed materials about what to see and do in Helena. The CVB will also continue to maintain the visitors welcoming center at the Helena Regional Airport. This center features events and attractions both in the Helena area and in the South West Montana Region and welcomes visitors arriving by air. This center is stocked with printed materials that are available for visitors to take with them.
- **Helena Walking Tour App:** The app walks visitors through Helena's unique history and architecture. It includes augmented reality that literally makes history come alive for the visitor.

**Optional: Include attachments here**

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

**Target Geographic Markets:**

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

**Target Psychographics:**

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

**Target Demographics:**

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

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

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

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

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

b. What are your emerging markets?

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

**Emerging:**

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

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

**Astro-tourism:** The Montana Learning Center at Canyon Ferry Lake will be expanding its programs and observatories. It will include the largest public-access telescope in Montana, and a robotic telescope equipped with a camera specifically designed to capture stellar objects. The Learning Center will also add two additional state-of-the-art telescopes, one for solar viewing, and the other for lunar and planetary observation. These additions will ensure that visitors have access to a broad range of astronomical observations, including solar, lunar, planetary, and deep space. The Learning Center has also been named a “Dark Sky Destination” by the Montana Chapter of the International Dark Sky Association. This state-of-the-art observatory, coupled with our dark skies will offer tourists a truly unique experience. In May of 2021 the Montana Learning Center was awarded a \$67,000 grant from the Department of Commerce. These funds will be used to upgrade telescopes in the existing observatories, enhance public outreach, and promote awareness of this exceptional facility. In August of 2017, a University of Michigan study estimated that 215 million Americans viewed the eclipse, and it was calculated that 7 million people traveled to get in the path of totality. This is concrete evidence that there is a great deal of interest in astro-tourism and provides an opportunity to cultivate experiences that showcase what outer space has to offer in Helena, Montana.

#### **Emerging/Major:**

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

**Optional: Include attachments here.**

*c. What research supports your target marketing?*

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

Additional resources include:

- [ustravel.org](http://ustravel.org)
- [ntaonline.com](http://ntaonline.com)
- [brewersassociation.org](http://brewersassociation.org)
- [destinationanalysts.com](http://destinationanalysts.com)
- 2018 Trail Usage and Value – A Helena MT Case Study from ITRR
- [voicesoftourism.com/research](http://voicesoftourism.com/research)
- Helena Regional Airport Monthly Visitor Device Data
- Smith Travel Research Report – Monthly STR Report

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

#### **Fiscal Year 21/22 Goals**

- 1) Find opportunities to raise awareness of Helena’s recreational, cultural, and historical attractions and activities with potential travelers who will be seeking experiences Helena offers once travel is open and safe for all.
- 2) Seek appropriate marketing opportunities and partnerships with other tourism organizations, events, and activities. This includes the TBID, Downtown Helena, Helena Regional Airport, Southwest Montana Tourism Region, and Montana Office of Tourism and Business Development.
- 3) Increase awareness of Helena as a destination and encourage visitors to Glacier and Yellowstone National Parks to take advantage of Helena as a travel destination due to its convenient geographical location.
- 4) Increase awareness of Helena’s historic, cultural, and recreational attractions among meeting and convention planners, helping them view Helena as a “see-and-do” destination.
- 5) Enhance and encourage visitor experiences while in Helena through Visitor Center orientation and informational materials.

## Fiscal Year 21/22 Measurable Objectives

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

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

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

FY 21-22 Budget Pie Chart by Segment.pdf

**Optional: Include attachment here.** Research Document FY21.22.docx

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

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

In 2021, The Helena Regional Airport Authority is working with the Helena community, Chamber, and TBID to recruit and provide more flights through the Helena Regional Airport. The Airport Authority has been working closely with American Airlines to develop opportunities for Helena. American Airlines has expressed interest in supporting new service to Phoenix, Arizona. This agreement is still in the early phases of negotiation. If all goes well, Helena could be able to offer this service as early as late 2021. This will provide an important opportunity for the Helena CVB to provide some collaborative marketing efforts with the Airport Authority to promote this new service and bring visitors to the Helena area from the southwest.

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

Helena has participated in several of the MOTBD print and digital co-ops over the past few years, with the exception of 2020. These have included: Parents Magazine, History Channel, National Geographic Traveler, Outside, Backpacker, Sojern, Live Intent, Roots Rated, and TripAdvisor. Helena has seen great success with these co-ops, including increased exposure with target audiences and increased inquiries and engagement, and plans on continuing to include them when developing media plans. It is our hope that these opportunities become available again.

**Optional: Include attachments here.**

**Optional: Include attachments here.** FY 21-22 Budget Pie Chart by Method.pdf

**Optional: Include attachment here:**



**Marketing Segment, Method & Budget**

Marketing Segment	Marketing Method	Describe your method.	Provide supporting research/statistics.	Describe the quantifiable measurements for success including Regulations requirements.	Estimated budget for method.	Marketing Method Evaluation	Add'l Attchmnt
Consumer	Print Advertising	<p>As a part of Helena's consumer marketing campaign, we will be developing a strong print campaign that will help build awareness of Helena's outdoor recreation opportunities, arts and culture, historical attractions, special events, and convenient location between the parks with our target audiences. This campaign will inspire travelers to plan a trip to Helena through branded messaging, hero photography, and captivating copy. It will meet the needs of travelers by educating them about all Helena offers, as well as connecting them to the website or travel planner, which both contain trip suggestions and tools to help inspire vacation planning. The campaign will produce engagement and inquiries from potential vacation travelers by driving traffic to our website. We will also include the Helena 800 number, as well as reader service when available. The campaign will</p>	<p>Helena has seen great success in driving inquiries and traffic to the website with past consumer marketing campaigns. For FY19, Helena's print advertising reached 1,316,000 readers, with a cost per inquiry of \$3.99. In FY20, ads were placed prior to the onset of COVID-19, yet still provided connection with visitors for future travel. We placed advertising in 4 publications, with a distribution of 8,607,200 readers and subscribers with a cost per inquiry of \$1.45. While the Consumer Marketing Plan was active, the Helena website and 800 number also saw an increase in activity. While we are doing less print placement than in years prior to 2019, we do find value in placing in some niche publications that fit our goals. We will continue placing in the Southwest Montana Travel Planner each year. For FY21 we used the Cares Grant funds to place in 7 statewide print publications with a reach of 234,800 readers and subscribers. While these publications reached our audiences with the safe travel message, they did not have reader response mechanisms in place. Research from <b>Destination Analysts</b>   <a href="https://www.destinationanalysts.com/insights-updates/">https://www.destinationanalysts.com/insights-updates/</a> shows that print usage in travel planning has risen close to 50% of American leisure travelers and the use of DMO print visitor guides has risen to just over 20%. While this rise may not signal any longer term trend there is clearly no evidence of a long-term decline in print or DMO guide usage. 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. 24.4% of travelers rely on offline media including TV, printed newspapers, magazines, etc. for travel inspiration.</p>	<p>Effectiveness of this project will be measured by tracking inquiries generated and by calculating the cost per inquiry. Our goal will be to measure leads produced by this print advertising. We will use these leads to create an email list to send out future communications. The Helena CVB will respond to inquiries with the Helena Travel Planner produced with private sector dollars. Our objective is to increase awareness and provide information about Helena to travelers and visitors through an email listing that is created through the lead generation.</p>	\$11,050.00	<p>a) We did meet our objective by securing 11,562 leads through our partnership with the Yellowstone Journal.</p> <p>b) this strategy continues to be successful as the leads not only allow us to share our Print guide through requests but also cultivates an HTML email list that has been sent to 86830 recipients with 22,283 opens</p> <p>c) We have deployed this strategy again for 2023.</p>	

		<p>be designed to fit within our geographic, demographic, and psychographic targets. In order to increase effectiveness of the consumer marketing campaign, editorial calendars will be evaluated to find stories related to Helena's identity and travel product. We will also seek out added value opportunities with the media we select.</p>					
Consumer	Online/Digital Advertising	<p>As a primary component of the FY22 marketing plan, the Helena CVB will develop an online/digital marketing campaign to reach our target markets and create engagement and click-throughs to the Helena website from potential visitors. A variety of online and digital media will be planned and placed. Joint ventures from the MOTBD will be considered, if they are available. As more travel planning is researched online, the Helena CVB would like to take advantage of the targeted options available to engage and reach potential travelers. The digital campaign will be designed to fit within our geographic, demographic, and psychographic</p>	<p>The trend of people being inspired and planning their travel online is increasing each year as more and more people receive their information through their connected devices. Helena's FY19 campaign saw 7.9 million impressions reached and 23,000 clicks, actions, engagement with banners, content, and video tactics. Helena received a .29% click-through rate, and an average cost per click of \$4.00 on all formats, which was very good. The FY20 campaign had less budget to put against the effort, yet still yielded 1.7 million impressions reached, and 5,086 clicks, actions, and engagements across all platforms. Helena received a .30% click-through rate (very good!) with an average cost per click of \$4.51. In FY21 we are launching a small digital campaign that is in process and we will be monitoring its success and have final reporting in the next few months. These figures reveal a level of success that supports the CVB's Plan. An article in Phocuswright <a href="https://www.phocuswright.com/Free-Travel-Research">https://www.phocuswright.com/Free-Travel-Research</a> states, "Brands can seize opportunities to personalize consumer experiences, even before they embark on a trip. With more travelers turning to digital for assistance, marketers can connect with customers when they first express intent through online inspiration or research. Travel companies can segment their audiences, combine</p>	<p>Effectiveness of this project will be measured by tracking impressions, clicks, actions, engagement with banners, content, and video. As we look forward to the next several months, as people once again begin to travel, our goal will be to meet and exceed the industry standard for all digital tactics of both impressions and click-through rates (CTR), which is</p>	\$60,000.00	<p>a) We were able to meet our digital marketing objectives by meeting our CTR goals in each of the categories we deployed.</p> <p>Google Adwords - CTR 9.30 (benchmark of 2.8-4.2)</p> <p>SOJERN - CTR .10 (benchmark is .08-.15)</p> <p>Native Content - Article - CTR .36 (benchmark is .08-.15)</p> <p>Native Content - Display - CTR is .16 (benchmark is .08-.15)</p> <p>North-East Media - CTR .21 (benchmark is .08-.15)</p> <p>Digital Displa/Banners - CTR .15 (benchmark is .08-.15)</p> <p>Digital Video - CTR is .11 (benchmark is .10-.18)</p> <p>YouTube - Completion Rate 60.26 (benchmark is 60)</p>	FY22 Media Plan Report Final.pdf



		<p>targets with tactics that have proven to be successful. Online media also offers opportunity to connect with our audiences with the use of custom content that can be served directly to those who are looking for the experiences that Helena offers. We will also take advantage of added value offerings that many of the media vendors we select will provide.</p>	<p>first- and third-party data, and use machine learning to connect with customers. As traveler behavior continues to evolve, expectations will continue to rise. Navigating these changes can be challenging, but digital provides more opportunities than ever for marketers to meet traveler intent and expectations at every turn. And that's a trip worth taking.”</p>	<p>currently .06 - .15%.</p>		<p>b) the strategy to expand our digital piece worked well and we were able to meet our benchmarks across all of the media. We continue to succeed in this area as our total spend compared to our CTR is very strong.</p> <p>c) we will continue to use this method as it is the most successful way for us to reach a large audience.</p>
Consumer	Photo/Video Library	<p>Opportunities arise throughout the year when specific photography and video needs arise to create niche marketing campaigns and fulfill requests from publications, writers, or online media strategies. The Helena CVB has a photo library that is utilized for everything from social media to print ads and public relations opportunities. Occasionally, photos have to be acquired for special circumstances. The Helena CVB relies on the photo library to keep production costs low and respond to all promotional opportunities with high-quality images. The CVB recognizes the availability of MOTBD photography as well as the availability of area photography</p>	<p>High-quality images and video that capture the activities, attractions, and spirit of Helena make Helena's marketing efforts more powerful and engaging by showing all there is to experience in Montana's capital city.</p> <p>An article in <b>Hubspot</b> <a href="https://blog.hubspot.com/marketing/state-of-video-marketing-new-data">https://blog.hubspot.com/marketing/state-of-video-marketing-new-data</a> shows that 97% of marketers claim that videos help customers understand products.</p>	<p>The objective is to continue to increase the number of assets in our photo and video library that will allow us to have fresh, relevant, and targeted assets at our disposal. We will measure the success of the method by having the ability to develop advertising and outreach assets that are representative of the tourism product Helena offers. These are strong, relevant,</p>	\$500.00	<p>a) We did not meet our objective as we did not spend this money this year. Due to transition in this position, we were unable to secure any additional assets for our library.</p> <p>b) We did not deploy a strategy under this method.</p> <p>c) We have budgeted for a significant photo asset</p>

		<p>from local photographers. In FY19, the Helena CVB received stock footage and program footage from the influencer campaigns that were developed. Some of that footage was repurposed for FY20 and FY21 digital assets. The Helena CVB will be looking to continue to acquire footage and photography of Helena events, landmarks, and activities that are truly unique to Helena.</p>		<p>and create an emotional connection with our audiences.</p>		<p>addition in 23.</p>	
Marketing Support	Administration	<p>This is an operational method employed by the organization in order to adhere to the state statute and governing rules and regulations. Administration funds are used for personnel, office supplies, and other basic needs to support the works of the CVB.</p>	<p>The CVB has used Administrative 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. The Helena CVB's Administrative funds budget is added to or combined with other administrative funds provided by the joint operation of the CVB and the Helena Area Chamber of Commerce. Without these funds it may not be economical or feasible to have permanent staff administering the CVB.</p>	<p>The objective for the administration budget is to spend funds appropriately and efficiently for managing the organization's operations. Per statute, the maximum allowed for the administration method is 20% of the total marketing budget or less. Success will be determined by the total spend on the administration method; if it is 20% or less, we will consider the method successful.</p>	\$22,000.00	<p>a) we met our objective of securing 20% of the budget for administrative operations.                      b) because it is at 20% we consider this a successful strategy                      c) we have included this method in our FY23 budget.</p>	
		<p>The Helena Chamber of Commerce will produce and print a vacation guide that will be used as a fulfillment piece for the Helena CVB. The CVB receives numerous requests for information and this vacation guide will be used as our</p>				<p>a) Yes - we did meet our objective of distributing the guides and continue to provide our airport, hotel</p>	

Marketing Support	Fulfillment/Telemarketing/Call Center	<p>fulfillment piece. These funds will be used to pay for postage to send this fulfillment piece to those requesting more information on Helena. The Helena CVB distributes the travel guide to local visitors' centers and businesses, including hotels, restaurants, and tourist attractions. The guide is also mailed out to anyone who requests tourist information through the Helena Chamber/CVB. The CVB advertises in various magazines as well as digital online advertising. Leads for tourist information are received and fulfilled by the Helena Chamber/CVB.</p>	<p>A study done by ITRR in 2016 showed that 25% of travelers use brochure information racks. Our goal will be to have the Helena Visitors guides available for those looking for a hard copy of tourist information and as a response piece for our marketing efforts. Even with the pandemic and slowed tourism travel to our area, year-to-date FY21 we've mailed out 16,461 vacation guides.</p>	<p>Success will be measured if all 25,000 of the guides distributed are given out both locally and requested, due to advertising by the CVB. Our plan is to fulfill requests for information with a response time of two weeks or less. This will also allow us to evaluate which states are requesting the most visitor information.</p>	\$7,550.00	<p>partners and local visitor centers with the guides. We also fulfill all requests for guides within 5 days of receiving the request via mail.</p> <p>b) Our strategy in this area has been successful and we continue to look for ways to better track the amount of guides being used in each of our partnership locations.</p> <p>c) We did include print marketing in our FY23 strategy, but plan to deploy this money in a different capacity in FY23 to better suit the needs of our partners.</p>	
Marketing Support	Joint Ventures	<p>The Helena CVB would like to assign a project and budget for joint ventures that may occur during the FY22 marketing year. When project opportunities arise, the CVB will submit details of the project to the TAC. Joint Venture projects will allow the Helena CVB to be prepared if opportunities arise in FY22.</p>	<p>Projects, events and joint ventures that come up during the year have provided Helena considerable press and earned media in the past.</p>	<p>Metrics for success will be determined when a joint venture project is submitted to the TAC.</p>	\$50.00	<p>a) The metric was based on a joint venture project and no project was submitted in FY22 for TAC.</p> <p>b) NA</p> <p>c) We will use this method going forward in FY23.</p>	
		<p>The Helena CVB would like to assign a project and budget for opportunities that may occur during the FY22 marketing year.</p>		<p>Metrics for success will be</p>		<p>a) this objective was not met and no money was used as no</p>	

Marketing Support	Opportunity Marketing	When project opportunities arise, the CVB will submit details of the project to the TAC. Opportunity projects will allow the Helena CVB to be prepared if opportunities arise in FY22.	Opportunity projects will allow the Helena CVB to be prepared if opportunities arise in FY22. It is unusual to not have an opportunity of some nature surface during a marketing year.	determined when an opportunity project is submitted to the TAC.	\$50.00	project was submitted to TAC. b) NA c) We will use this strategy going forward in FY23.	
Marketing Support	TAC/Governor's Conference meetings	When we are able to gather together in person again, these funds will be used to attend TAC Meetings and the Governor's Conference on Tourism. It is important to attend these meetings to see what other tourism entities, as well as the MOTBD, are planning for their marketing efforts. Items such as Joint Ventures and other opportunities to participate in nationwide marketing are discussed and these meetings and conference are a great opportunity to network with peers from around the state.	This is an operational method employed by the organization in order to adhere to the governing rules and regulations. 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 whereby pertinent information is shared and action is taken. Past experience attending the Montana Governor's Conference on Tourism and Recreation has also shown to be beneficial as a networking, training and education event. The executive director has participated in meetings and conference every year that the organization has been a CVB.	The objective for this method is for appropriate staff to attend required meetings in order to obtain at least two items from each meeting that will be shared with our leadership to support all marketing efforts. We will measure the success of this method by tracking attendance and through the reports back to the organization.	\$1,000.00	a) The objective was met as the appropriate staff did attend the required meetings and was able to report back to our hotel partners and stakeholders. b) We do feel strongly that by attending the meetings, the staff was able to network and learn. c) We will continue to deply this tactic and attend all required meetings going forward.	
		The Helena CVB annually revisits its marketing position and works to develop a strong, focused marketing plan. This project encompasses the marketing support provided by our agency of record, The Wendt Agency, in the form of preparation for, and the subsequent development and writing of,				a) yes - the objective was met as we worked with our agency on	

Marketing Support	Marketing Plan Development	<p>the FY23 Marketing Plan for submission to the Tourism Advisory Council. Also included in this project are any materials needed for the presentation of the marketing plan to the Tourism Advisory Council in June. Our overall objective is to develop a cohesive, effective marketing plan to be approved by the Tourism Advisory Council. Our plan will aim to increase hotel occupancy and revenue of Helena hotels by raising the overall level of awareness of Helena's historical, cultural, and recreational attractions and activities. All tactics will address the travel decision process.</p>	<p>The Helena CVB has seen success in planning and executing marketing tactics that reach the goals and objectives set forth by the TAC and the CVB Council. A marketing plan also allows us to set up metrics to measure the tactics and compare year to year allowing us to fine tune what is successful and what has not worked.</p>	<p>Our success will be measured by creating a marketing plan in a timely fashion that meets our needs and is developed in a timely fashion and turned in by the due date . in reaching and or exceeding the objectives set forth in the FY23 marketing plan.</p>	\$3,500.00	<p>record to develop a marketing plan in a timely manner that was delivered to our hotel partners. This plan included the metrics set forth in our marketing plan was deliered on time and in person at the TAC meeting.</p> <p>b) I did feel that our strategy was successful and we hope to start even earlier next year to ensure our timeliness</p> <p>c) we will continue this effort into FY23.</p>	
Marketing Support	Printed Material	<p>Helena prints a dining guide that gives travelers and tourists information about our local dining establishments and breweries. This piece has proven to be very popular to our guests as they now have a reference in their hand so that they can choose the establishment that best fits their taste. The most frequently asked question at our visitors centers and hotel front desks is, "Where is a good place to eat?" This guide</p>	<p>This guide has become very useful to our visitors as everyone needs to eat and many enjoy the local breweries. This helps our volunteers in answering the most frequently asked question as to where there is a good place to eat. The guides are helpful to front desk staff at hotels in directing and recommending dining and brewery options in Helena. A report from researchgate.net states that results show that tested advertisements employing premium-pricing technologies convey a greater sense of uniqueness and prestige than conventional advertising, boost consumer attitudes toward an aadvertisement as well as toward the brand and enjoy higher rating on measures of willingness to buy,</p>	<p>Success of this project will be based on distribution of all 1300 of the guides and feedback from visitors centers and businesses that distribute them.</p>	\$1,900.00	<p>a) Yes - we did meet our objective of distributing the guides and continue to provide our airport, hotel partners and local visitor centers with the guides. We also fulfil all requests for guides within 5 days of receiving the request via mail.</p> <p>b) Our strategy in this area has been successful and we continue to look for ways to better track the amount of guides being used in each of</p>	

		is a valuable tool in directing visitors to our local restaurants and breweries. This guide can be picked up, not only at staffed locations, but is also available at unstaffed locations for visitors to take to help them with their dining choices.	positive word of mouth, and consumer willingness to pay a price premium.			our partnership locations.  c) We did include print marketing in our FY23 strategy, but plan to deploy this money in a different capacity in FY23 to better suit the needs of our partners.	
Research	Contracted Services	Smith Travel Research produces a monthly "Star Report." This report is the hotel industry standard of benchmarking and provides useful data such as occupancy, demand, revpar, and supply to the Helena CVB. With this report, the Helena CVB will be able to see fluctuations in occupancy and demand while deciding what months and seasons the CVB may need to market differently. This research will not only provide us with a benchmark for success in our sales efforts, but will be a destination management tool as we look at the quantity of rooms and evaluate our occupancies in our high, low, and shoulder seasons.	The Smith Travel Report provides the research necessary to see trends and opportunities in the lodging industry and across Montana.	Effectiveness of this project will be measured as we track trends in occupancy and revenue collected by local hotels. From that, we will be able to see the impact we are making with our advertising dollars. This information will be distributed to the hotel/motel association and other entities interested in the information.	\$2,400.00	a) Yes - our objective was met. This budgeted amount went to contracting with STR to deliver the report monthly to our hotel partners and stakeholders  b) our strategy was successful and we reached out at the end of the year for feedback from our partners  c) through the feedback from our partners, we will continue this method in FY23 but will add weekly STR tracking for our hotel partners. This has been shared weekly and monthly now.	
					\$110,000.00		

**Marketing Method Evaluation Attachments**



**Marketing Method Budget**

Marketing Segment	Marketing Method	Bed tax funded budget
Consumer	Online/Digital Advertising	\$63,353.00
Consumer	Photo/Video Library	\$500.00
Consumer	Print Advertising	\$11,050.00
		\$74,903.00
Marketing Support	Contracted Services	\$2,400.00
Marketing Support	Administration	\$22,000.00
Marketing Support	Printed Material	\$1,900.00
Marketing Support	Fulfillment/Telemarketing/Call Center	\$7,550.00
Marketing Support	Joint Ventures	\$50.00
Marketing Support	Opportunity Marketing	\$10,050.00
Marketing Support	TAC/Governor's Conference meetings	\$1,000.00
Marketing Support	Marketing Plan Development	\$3,500.00
		\$48,450.00
		\$123,353.00

**Miscellaneous Attachments**

Description	File Name	File Size
Media Plan Report	FY22 Media Plan Report Final.pdf	2.0 MB
Pie Chart by Segment	Helena CVB - FY22 Evaluation_Pie Chart_by Segment (121522).pdf	118 KB
FY22 B2A Report	Helena FY22 B2A.xlsx	13 KB

**Reg/CVB Required Documents**

Description	File Name	File Size
Chamber Board CVB MP & Budget Approval	Chamber Board CVB MP & Budget Approval.pdf	305 KB
Helena CVB Application	Helena CVB Application.pdf	232 KB
Helena Cert of Compliance	Helena CVB Cert of Compliance.pdf	305 KB
Helena CVB Pledge of Understanding	Helena CVB Pledge of Understanding.pdf	249 KB

