



www.DiscoverKalispell.com

Kalispell Convention & Visitor Bureau
15 Depot Park
Kalispell, MT 59901
406-758-2808
April 26, 2012

PURPOSE

The Kalispell CVB is dedicated to enhancing the economic vitality of our community by promoting Kalispell as a year-round leisure travel and meeting and convention destination by efficiently marketing our attributes and amenities while encouraging continued respect for our outstanding natural environment and quality of life. The KCVB marketing plan identifies a mix of advertising, sales and service programs to reach our identified target markets through an efficient allocation of bed tax and Tourism Business Improvement District funds.

IDENTITY

Kalispell's brand aligns with the Montana Brand, offering a cohesive voice when marketing our state:

- More spectacular unspoiled nature than anywhere else in the lower 48.
 - Kalispell is surrounded by Montana's iconic natural wonders of Glacier National Park and Flathead Lake.
- Vibrant and charming small towns that serve as gateways to our natural wonders.
 - Kalispell is a mix of proximity, city comfort and discovery. When visitors choose Kalispell for their Montana trip, they will discover something fun, exciting, unexpected or remarkable no matter the direction they head.
- Breathtaking experiences by day and relaxing hospitality at night.
 - In Kalispell we are welcoming tour guides and genuine people who care about the visitor experience. We provide lodging, dining and entertainment with a sense of Montana sophistication that our visitors find both surprising and comfortable.

Kalispell is:

- We are in the MIDDLE of what people come to Montana for: iconic natural wonders, resort/recreation opportunities, friendly small town.
- We are nonstop DISCOVERY: there's something new to see and do in every direction
- We are BALANCE for an outdoor-centric trip: from national brand stores to fun boutiques, from symphony concerts to farmers' markets, from blue plate specials to four-star gourmet
- We are GENUINE hospitality: Kalispell is a real town with community events and warm, welcoming people who are enthusiastic about sharing the place they live
- The place for larger meeting and convention space and event facilities and more guest rooms than other locals in the Valley
- The regional trade center for retail, health care, business and education
- A cooperation of numerous associations and organizations all with the common goal of improving our economy and creating a vibrant community
- A travel destination for southern Alberta and eastern British Columbia, Canada
- Accessed by Glacier Park Int'l Airport and Amtrak's Empire Builder

Opportunities:

- Increase awareness of Kalispell as a travel destination, not a pass through to the park and other towns in the Flathead Valley
- Increase awareness of year-round activities in Glacier Park and other parts of the valley to decrease the impact the opening and closing of the Going To The Sun road has on our area.

- Work with community leaders and public officials to find opportunities to improve our public assembly venues which are limited due to size and condition
- Create signature events during the winter and shoulder seasons to have a measurable impact on year-round visitations
- Work with the airport and other community leaders to identify opportunities to increase flights and seat capacity
- Continue to promote the affordable variety of lodging, dining and activities found in Kalispell which is an important factor in traveler's planning decisions due to the slow recovery of U.S. Economy

TRAVEL TRENDS

U.S. Travel predicts that Americans will travel farther and spend more in 2012, primarily showing an increase in long-haul bookings. Domestic leisure travel may decrease during 2012 compared to 2011 and remain flat into 2013. Business travel is predicted to increase with 85% of business travelers surveyed expecting to take more or the same number of trips as last year. (U.S. Travel Association)

According to the Office of Travel & Tourism industries (OTTI) travel from Canada into the U.S. is projected to remain strong. Top motivators for travel are the lower accommodation rates and level of promotion by U.S. businesses and destinations. Additionally, the concerns over passing through ports of entry have appeared to have dissipated for the most part and were rated as not having an impact on travel. The Canadian market is especially important to our northwest Montana region. Many businesses as well as our lodging partners feel travelers from southern Alberta are a significant contributor to our local economy during the shoulder and winter months providing an average of 30% of the revenue to retail and other sectors. Recent surveys completed in our region tracking the perceived impact of border crossings on a Canadian's ability to travel agree with the OTTI findings that it is not seen as a deterrent.

TARGET AUDIENCE

Target Geographic Markets:

Through ITRR and the Kalispell VIC we know that visitors interested in Kalispell and our region primarily come from: Alberta, CA, ID, CO, MT, WA, British Columbia, MN, TX, OR, and NY. The KCVB will narrow that focus to the neighboring Canadian provinces and the shorter drive, Amtrak and direct fly markets. We'll leverage the brand awareness MTOT has achieved in their key market of Seattle, Chicago, Minneapolis and Salt Lake City to target visitors already interested in a Montana vacation enticing them to select Kalispell as the destination.

Target Demographic Markets:

- Leisure market: Our audience consists of soft adventure travelers and Geotravelers who like to mix outdoor and city activities. Kalispell's audience is not united by age or demographic or by their reason for visiting (vacation vs. business). What our visitors share is that they're looking for a taste of outdoor adventure – hikes, boat rides, river rafting, wildlife viewing, skiing, fishing, etc. – but with the opportunity to enjoy city fun, affordably as well.
- Group: Groups that are 80+ in size interested in a Pacific Northwest/Rocky Mountain locale which provides their attendees with a destination that offers recreational opportunities and iconic vacation attractions such as Glacier National Park.

GOALS

Leisure Travel

- Achieve increased inquiries and visitations through targeted marketing campaign and incentives
- Increase publicity placement of Kalispell in travel media in key markets
- Enhance visitor resources and the role of the VIC in the local community
- Play an active role as a voice for tourism in the planning and evolution of community enhancements

Groups and Meetings

- Generate qualified meeting and convention leads



- b. Recruit meetings, conventions & sports tournaments
- c. Assist hotels with reporting and retention program

Events

- a. Secure events that have long-term potential during shoulder and winter seasons

HOW THE MARKETING PLAN SUPPORTS THE 5-YEAR STATEWIDE TOURISM STRATEGIC PLAN

The KCVB marketing plan supports the following strategic plan objectives:

Goal 1: Increase four-season tourism revenues statewide through effective marketing and promotions, focusing on high-value, low-impact visitors.

- 1.1 Implement highly targeted consumer advertising/promotion campaigns
 - 1.1.a Expand partnerships with tourism businesses/attractions as co-op partners
 - 1.1.b Continue winter marketing, promoting Montana as a superb winter destination
 - 1.1.c Attend consumer travel shows targeting high value, low impact visitors
 - 1.1.d Continue marketing to international travelers
 - 1.1.e Enhance tracking/reporting and ROI from state, regional, and CVB advertising
- 1.2 Promote Montana to target groups/events, emphasizing off-peak season activities
 - 1.2.a Amplify targeted marketing to attract groups, meetings, and conferences
 - 1.2.b Work with local sports groups to attract sport events in off-peak season
 - 1.2.d Target travel media to increase visibility of MT as leisure travel destination
- 1.3 Collaborate with tourism marketing partners to plan/implement priority marketing efforts
 - 1.3.b Implement the new Montana tourism brand
 - 1.3.c Conduct educational tourism workshops, presentations, and webinars
 - 1.3.d Create cooperative marketing campaigns between agriculture and tourism
- 1.4 Improve Montana's Visitor Information System to extend visitor stays and spending
 - 1.4.d Use technology to enhance Montana visitor information and marketing efforts
 - 1.4.e Expand displays of Montana destinations and products at State rest areas, airports, train stations and visitor centers

Goal 2: Attain public policy and citizen support for sustainable tourism and recreation.

- 2.1 Build awareness about new Montana Tourism Charter, Geotourism, & tourism benefits
- 2.2 Give effective presentations to policy makers about Montana tourism issues/benefits

Goal 3: Address management and access issues for sustainable recreation on private, state, and federal lands.

- 3.1 Educate visitors, suppliers, residents about ethics and responsibilities on public/private lands
- 3.2 Coordinate statewide tourism marketing efforts to ensure consistency with land management

Goal 4: Enhance and preserve Montana's culture and history (historic sites, museums, art, music, etc.).

- 4.1 Promote existing historic/cultural assets for the enjoyment of residents and visitors
 - 4.1.a Use historic/cultural attractions as venues for conferences, events, and seminars
 - 4.1.d Revitalize Montana's historic downtowns as vibrant destinations for travelers
 - 4.1.e Plan and promote commemorations of historic events in Montana

Goal 5: Support appropriate tourism business growth, including new tourism products and services for target customer markets.

- 5.1 Cultivate opportunities to leverage private/public funds to create tourism products
 - 5.1.a Create vacation packages/itineraries for off-peak season niche markets
 - 5.1.b Expand winter tourism products/activities (spas, arts/culture, tribal events, etc.)
 - 5.1.c Encourage use of Made/Grown-in-MT products by restaurants, markets, retailers, etc.

Goal 6: Address tourism and recreation professional development, workforce availability, training, and affordable housing issues.

- 6.1 Enhance professional development opportunities/requirements for tourism organizations
 - 6.1.a Encourage all MT CVBs to join DMAI or WACVB trade associations, adopt standards

Goal 7: Improve Montana's transportation system for both residents and visitors.

- 7.1 Increase air service capacity to and from Montana cities.



Goal 9: Increase funding to maintain sustainable tourism and recreation.

9.2 Foster opportunities to pool public and private marketing dollars

9.3 Enhance funding for region and CVB marketing efforts

Goal 10: Build an effective “team” to implement the Strategic Plan, and report results.

10.1 Recognize Travel Montana as ‘team captain’ to communicate/coordinate regularly with partners

10.2 Create public/private/tribal partnerships for cooperative project implementation

10.4 Streamline reporting process of marketing plans/expenditures to TAC/TM by regions & CVBs

10.5 Obtain strategic research to inform tourism marketing, development, and policy decisions

10.5.a Continue to conduct research about resident/nonresident travelers in Montana

10.5.c Continue regular monitoring of Montanans’ opinions about tourism and recreation

10.5.d Disseminate tourism research reports to partners statewide

MEASURABLE OBJECTIVES

Leisure Travel

- a. Increase Kalispell CVB opt-in subscriber base by 1,000 individuals
- b. Increase unique visitors to DiscoverKalispell.com by 5% over FY’12
- c. Generate 4 media stories in target markets through increased public relations efforts
- d. Promote Kalispell at 3 consumer travel shows in key markets
- e. Increase visitor information requests by 2% over FY’12

Groups, Meetings, Tournaments

- a. Facilitate and secure 20 GMT’s of 100 room nights or more per group
- b. Increase room night bookings from groups, meetings and tournaments by 5%
- c. Contract two regional or national association conferences to Kalispell

Events

- a. Secure 3 events during target seasons that will create a total of 2000 room nights

MARKETING METHODS

Through a combination of public and private funds the marketing strategies in 2012-2013 will build upon that foundation that has been put in place since the KCVB’s inception in August 2010 to further the awareness of Kalispell as a travel destination to our target markets and work cooperatively with other local agencies and organizations to grow Kalispell’s vitality.

The key strategies include:

- a. Internet: Following the initial launch of DiscoverKalispell.com in July, 2011 the KCVB will continue to enhance and refine the website to create an exceptional planning tool for visitors. This will include inclusion of a press room, reorganization of key elements based on website visitor trends and creation of a mobile site.
- b. Advertising and Social Media: To maximize the efficiency of KCVB’s marketing budget our media strategy will focus on increasing visitations between October and May through media that builds awareness of Kalispell through highly trackable media. Primary media will be online marketing through Trip Advisor, banner ads, and Facebook and other cross promotions. We’ll work towards increasing compatibility of our marketing and travel tools with mobile devices and the trend of flexible and last minute travel planning. We will participate in applicable print and broadcast opportunities in the identified target markets for both the leisure travel and group segments. The KCVB is planning strong participation in online cooperative marketing opportunities with MTOT.



- c. E-Direct Marketing: To support our efforts of direct marketing in leisure and group there will be a strong emphasis on continuing to grow our opt-in database. We'll continue to segment the database and send subject-specific communications via e-marketing. Methods used to increase the KCVB database include trade and travel shows, increasing opt-in subscribers through online and social media advertising and promotional campaigns.
- d. Collateral: The Kalispell visitor guide will be used as a fulfillment piece. During FY'13 strong emphasis will be placed on increasing the number of targeted distribution points. Other publications for niche travel groups will be produced in cooperation with local entities. Examples include regional birding brochure, and a brochure promoting our agriculture-tourism businesses.
- e. Trade and Travel Shows: KCVB will attend shows in target markets such as Calgary and to targeted audiences such as Intl Sportsman Expo, Winter Ice-Fishing Expo as well as DMAI, Affordable Meetings West and TEAMS.
- f. Public Relations/Publicity: The KCVB will invest in publicity efforts to position Kalispell as a travel destination. Media coverage and endorsement of Kalispell will continue to drive discovery of our destination to an audience that we could not afford to reach with traditional advertising. This will be achieved through efforts such as meeting planner and travel writer fams and story pitches and press releases highlighting specific activities and promotions in target markets.
- g. Tourism resources and education: The KCVB seeks to create brand ambassadors and enrich the visitor experience through Super Host and Sustainable Business training. The KCVB will leverage the recent expansion and remodel of the Kalispell VIC to create an improved welcome center experience through the staffing of a full time travel counselor, enhanced visitor resources and improved wayfinding and visitor information signage. The KCVB will continue to work cooperatively with other local CVB's and tourism related organizations to educate the area on the value of tourism to our economy and cooperative methods of increasing out of area visitation, particularly from the Canadian market.

Marketing plan goals will be supported by the following initiatives:

Goals	Marketing Strategies	TBID	Bed Tax
LEISURE TRAVEL			
Achieve increased inquiries and visitations through targeted marketing campaign and travel incentives	Website maintenance & enhancements including SEO and mobile website	X	
	Visitor guide - production & printing, creation of digital guide	X	
	Visitor guide distribution		X
	Promote Kalispell during shoulder and winter seasons through media that provides trackable ROI		
	Ongoing E-newsletter campaign	X	X
	Social media – enhance Facebook and You Tube, implement Twitter other resources	X	
	Print, radio or broadcast advertising	X	
	Online advertising (banner ads, SEM, Trip Advisor)	X	X
	Direct marketing initiatives in non-stop fly markets such as Seattle	X	
	Online and print coop programs with MTOT		X
	Attend consumer travel shows in target markets	X	X
Increase publicity placement of Kalispell as a travel destination in key markets	Create incentives, contests and event promotions through social media and banner ads to increase inquiries and opt-in subscribers	X	
	Host travel writer, TV or radio producers encouraging editorial coverage in key markets	X	X
	Partner with nationally known Kalispell resident to produce testimonial for	X	



	use in various media		
	Implement press room on DiscoverKalispell.com	X	
Enhance visitor resources and the role of the VIC in the local community	Expand role of VIC in community - ticket sales/event registration	X	X
	Wayfinding signage	X	X
	VIC collateral at key area visitor interaction points such as gas stations	X	X
	Maintenance and enhancements of airport visitor display	X	
	Host Sustainable Business Workshops and Super Host sessions	X	X
	Work cooperatively with other organizations and businesses to create specialty brochures to promote visitor attractions	X	X
Play an active role as a voice for tourism in the planning and evolution of local community enhancements	Work with other community groups and stakeholders to facilitate improved public assembly venues and increased air flights	X	

Goals	Marketing Strategies	TBID	Bed Tax
GROUP TRAVEL - MEETINGS, CONVENTION and SPORTS RECRUITMENT			
Generate qualified meeting and convention leads	Attend top meeting, convention and sports trade shows in industry	X	
	Public Relations/Publicity – host meeting planner fams, press releases	X	
	Enhance meeting and event planners destination webpage and collateral	X	X
	Continue to expand test markets for convention and meeting planner recruitment	X	
	Local networking events for industry relationships on association boards	X	
	Implement meeting professional CRM program	X	
Recruit meetings, conventions & sport tournaments	Online advertising, social media, emarketing, YouTube, Smart aps	X	X
	Produce meetings & convention promotional brochure to use as lead follow-up to provide comprehensive overview of Kalispell and its meeting facilities, convention/event services and lodging properties.	X	
	Produce and distribute sports promotional brochure to planners, coaches, athletic directors and state and regional conference executives.	X	
	Create meeting planner incentive program to reward a planner or group for choosing Kalispell.	X	
	Attract and sponsor sports tournaments	X	
Reporting and retention program	Implement property specific program for reporting of group pickup and revenues. Assist hotel with relationship building events for planners and long term customers.	X	

Goals	Marketing Strategies	TBID	Bed Tax
INFRASTRUCTURE/RESEARCH			
	Build Kalispell photo library and all season promotional video	X	X
	Online photo library storage for distribution to press	X	X
	DMAI membership and EMint Subscription		X
	Hospitality Sales Marketing Association International membership	X	
	Smith Travel Reports	X	



TBID Marketing Plan Budget FY'13

TBID Projected Revenue	\$	465,300
Rollover from FY'12	\$	10,000
Total	\$	475,300

Program Description	Program Total	% of Total Budget
Staffing - wages and benefits	\$ 127,262	27%
Operations	\$ 33,155	7%
Rent, phone, office supplies, postage & copies, tech support, equipment		
Audit, Bookkeeping, tax prep		
City of Kalispell Assessment Fee		
Travel & entertainment expenses		
Research & Education	\$ 6,133	1%
Smith Travel Reports, training & education		
Website	\$ 23,000	5%
Maintenance and enhancements, SEO & SEM, Mobile Website		
Publications	\$ 16,000	3%
Visitor guide production, printing and digital publication, specialty brochures		
Consumer Marketing	\$ 82,500	17%
Build photo and video library		
E-Marketing – Online Marketing		
Social Media – Other Media (print, radio, broadcast)		
Travel show attendance and booth display		
Airport VIC kiosk display enhancement and monthly stocking		
Wayfinding signage		
Event Marketing	\$ 85,000	18%
Signature Events:		
Montana Dragon Boat Festival, Glacier Series Spartan Race, Huckleberry 100 Bike Ride, Race & Concert		
Winter Rodeo Recruitment Campaign		
Event Promoter Recruitment		
Regional Venue and Event Sponsorship		
Group Marketing	\$ 85,000	18%
Meeting, Convention and Event Planners Guide and photo acquisition		
Trade shows, DMAI, MEET West, + 1		
Meeting Planner FAM		
Incentive program to generate leads from meeting planners		
Online advertising - banner ads, social media		
Print advertising - meeting planner publications		
Customer Relationship Management System (CRM)		
Sports Tournament Recruitment		
Association Memberships		
Contingency		
Public Relations/Publicity	\$ 17,250	4%
Travel writers FAM, press releases, story pitches		
Visitor hospitality training and brand awareness		
Kalispell branded merchandise for sales calls and trade/travel shows		
Total	\$ 475,300	100%

If revenue decreases by 5% reductions will be made in trade/travel show attendance, airport kiosk and/or wayfinding

