

Montana Grants and Loans

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Application

Instructions

Print to PDF will convert the application plus any PDF attachments into a single PDF file. **Release for Review** will change the status of the application to Under Review and move it on to the evaluation process. **Negotiation** will allow you to unlock one or more sections of the application and route the application back to the applicant for further editing. **Annotations** allow internal staff to add notes that are visible to internal staff only and possibly also reviewers if they have a special security privilege. The applicant cannot see these notes. **Versions** will display all component versions that were created as a result of the negotiation process. **Feedback** allows staff to enter feedback about the application to the applicant. The feedback text will appear at the bottom of the application and will be visible to anyone who has access to the application. **Withdraw** changes the status of the application to Withdrawn and removes the app from the evaluation process.

Application Details

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41744 - FY17 Region/CVB Marketing Plan - Final Application

44115 - KCVB FY17 Marketing Plan
DOC Office of Tourism

Status: Under Review

Submitted Date: 05/05/2016 3:42 PM

Applicant Information

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Comments:

Organization Information

Name:* Kalispell Area Chamber of Commerce

Organization Type: Non-Profit Organization

Organization Website: www.discoverkalispell.com

Address:* 15 Depot Park

***** Kalispell Montana 59901
 City State/Province Postal Code/Zip

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Comments:

Community & Brand Support

1. Describe your destination.

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?

Kalispell - The New Frontier

The Flathead Valley gets to the heart of what Montana is all about – breathtaking landscapes and peaceful vistas surrounding a vibrant economy that is a rising star in the region.

In a valley bustling with adventure and opportunity, Kalispell is the historic, economic and government center. It boasts a wide range of leading industries – tourism, agriculture, manufacturing, and health care – that are tucked between towering mountain ranges, the largest freshwater lake in the West and the famed Glacier National Park. One of the fastest growing cities in Montana, Kalispell blends its “Old West” roots to its modern identity as a small town with global reach.

Kalispell is a place where historic character converges with contemporary culture. Up and down Main Street and radiating for blocks to the east and west, today’s vibrant downtown core offers a lot more than just window shopping and architecture gazing. The dining scene is full of casual sophistication, storefronts open their doors and welcome passersby for events that showcase wine and art displays or musical acts, and the community is filled with artists and artisans from musicians and singers to painters and sculptors.

Living here means adventuring. Hiking and camping throughout the idyllic Crown of the Continent. Skiing knee-deep powder at one of the largest resorts in Montana, riding miles of single-track on a mountain bike, casting a homemade fly at the silver sheen of a trout or paddling one of the 500-plus lakes that fill this corner of the state, including the crystal-clear waters of Flathead Lake.

What’s best about Montana, Kalispell has it.

Discover Kalispell - The Kalispell Convention & Visitor Bureau

The Kalispell Convention & Visitor Bureau is a division of the Kalispell Chamber of Commerce. It is funded through Kalispell’s share of the 4% Lodging Facility Use Tax (Bed Tax) and the \$2/room night Tourism Business Improvement District (TBID) fee and a private event fund sourced by registrations and sponsorships from our signature events. The Kalispell CVB (Discover Kalispell) is governed by Kalispell Chamber board and the Tourism Advisory Council that approves and oversees spending of bed tax funds, and the Kalispell TBID board of directors and the Council of the City of Kalispell that approves and oversees spending of TBID funds.

Purpose of Marketing Plan

The FY17 marketing plan serves to direct the initiatives and spending for Discover Kalispell and inform and educate the board of directors, community stakeholders, Tourism Advisory Council and the City of Kalispell. The bed tax and TBID funds work complimentary to support one marketing plan.

The mission of Discover Kalispell is to build awareness of Kalispell as a travel destination and increase room night stays in Kalispell hotels and motels. This is done with a consistent brand message delivered through a mix of advertising, signature events, public relations, group sales, and service programs to promote visitations during the shoulder and winter seasons.

Kalispell Exemplifies the Montana Brand

More spectacular unspoiled nature: Kalispell sits in a valley where one national park, two national forests, and one wilderness area converge.

Vibrant and charming small town: A vibrant downtown that merges historical charm with contemporary culture.

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.

Discover Kalispell compliments the Montana brand by using large-landscape inspirational images, photos showing the active adventurer set within the landscape, and casual interactive images demonstrating local amenities.

About Kalispell

Strengths

- Kalispell offers visitors a balance of city and outdoor adventure with our museums, shopping and dining located right in the middle of Montana’s most iconic natural places. Its residents are welcoming tour guides and genuine people who care about the visitor experience. Kalispell is not a resort town, but a real Montana community with an authentic history, traditional industries and real, local events.
- Kalispell provides a full range of lodging, dining and shopping options that help make for a great vacation on any budget and with a sense of

Montana sophistication that visitors find both surprising and comfortable.

- The place to discover the history of the Flathead Valley through three well-preserved museums and iconic Main Street buildings.
- Energized downtown that is experiencing a reinvention including new retail that have a local and global reach as well as popular new eateries and breweries.
- Annual signature events such as the Montana Dragon Boat Festival, Montana Spartan Race, Montana Pond Hockey Classic and The Event at Rebecca Farm that attract participants from across North America.
- Kalispell is the regional hub of the Flathead Valley and the location to host larger meetings and conventions

Opportunities

- The 2016 National Park Centennial provides a great opportunity for the KCVB to capitalize on our close location to Glacier National Park (GNP). Discover Kalispell primarily promotes GNP in the shoulder and winter seasons highlighting the unique activities and experiences available outside of the busy July-August reliance on the full length of the Going To The Sun Road. We will continue to work with GNP leadership and staff and be proactive to inform visitors of delays during peak times and redirecting visitations to other times of the day and seasons.
- From Flathead Lake cherries to huckleberries from the surrounding mountains, locally grown and raised vegetables, or yak and bison, this valley is home to an assortment of tasty foods that are blended into the community flavor. Agriculture is a deeply rooted tradition with generations of families living and working in local farms and ranches. Discover Kalispell will continue play a role in promoting and building our agri-tourism product through promotion of locally sourced products, tours, and activities that are available to visitors and groups.
- The historic 1896 McIntosh Opera House was a primary element in the Main Street commercial district. It served as an opera house, lodge meeting hall, ball room, theater, and was the pride of Kalispell at the time. Discover Kalispell will continue to work with the property owners, the City of Kalispell and other local stakeholders to assess the feasibility to restore the space as a unique event venue to compliment the historic downtown.

Challenges

- Although the area's tourism industry is making strides in smoothing out the hotel occupancy levels between the height of summer and quiet of November and April, seasonality continues to be a challenge. The seasonality creates work force issues both due to a shortage of qualified workers in the summer and ability to maintain adequate staffing levels during the fluctuating shoulder and winter months.
- Climate change is affecting our weather, stream flows, water temperature and forests. Weather conditions that are deviating from historical patterns are posing a challenge for tourism in northwest Montana. Our area relies heavily on predictable water and air temperatures and appropriate levels of precipitation for winter activities, events, and to avoid summer wildfires.
- The Flathead Valley will see an increase of 325 new guest rooms during the summer of 2016. In addition, there is a potential for 111 new rooms in 2017 for the proposed Marriott hotel in Whitefish. That is a significant amount of new inventory to absorb outside of the summer busy season.
- Alberta has been the number one residency for visitations into northwest Montana over the past several years, and as a key component of our drive market visitations during months outside the busy summer season. With the current state of the Canadian economy and fluctuation of the dollar, Flathead County has seen a significant decrease in visitations from Alberta. The Alberta economy is predicted to see a modest recovery of 0.09% during 2016.
- Costs and availability of air travel continue to be a barrier for Kalispell to effectively increase visitations from some geographic and psychographic markets. There is a local effort in place to capture more direct flights (Glacier AERO). New markets actualized to date include seasonal flights to Chicago, Portland, and Los Angeles. The lack of public transportation throughout the Flathead Valley as well as from Kalispell to Glacier Park impacts certain visitors including the international traveler.
- The traditional lodging properties in Kalispell have begun to feel the impacts of the increasing popularity of VRBO, Airbnb and other shared economies. There has been a measurable decrease in room night stays by teams attending signature events and an obvious increase of businesses utilizing space within the historic downtown buildings to create rental space that doesn't fit within the room requirement structure for TBID. As the shared economy options grow and shift it is crucial that Montana Department of Revenue and local municipalities ensure proper taxes are collected.

Optional: [Include attachments here](#)

[FY'17 Executive Summary.pdf](#)

2. How will your marketing plan address the three phases of the travel decision process of inspiration, orientation and facilitation?

The Travel Decision Process

The **Inspiration phase** is one in which the traveler is made aware of the general product and develops a desire to visit the destination. Discover Kalispell's marketing plan and initiatives leverage the Montana brand awareness achieved by the Montana Office of Tourism and Business Development (MOTBD) then connects with our target markets to provide inspiration about our destination through compelling imagery, engaging text and strong incentives to travel. Potential visitors connect with Kalispell's iconic natural resources (Glacier National Park and Flathead Lake) while gaining a sense of the welcoming small town and lifestyle. It's important to connect with those that already love you and talk about you, which includes the locals, as they can be your best spokespersons. That's where social media plays an important role. The media used during this stage is DiscoverKalispell.com, print and online advertising, video, social media, emarketing, collateral, travel shows, signature events and publicity.

In the **Orientation phase** travelers begin to figure out the details of the trip. This phase focuses on the route the traveler will take, stops to make along the way, and what activities and attractions best fit their lifestyle and travel group. Media used to help orient the visitors to the offerings of our destination include DiscoverKalispell.com, Trip Advisor, social media channels, online advertising that points to associated landing pages, print collateral, PR, and emarketing targeted to specific interests and other demographic factors. At this stage we offer suggested day trips and tours, informative articles on the website, consumer reviews, and niche brochures such as Brews, Wines and Spirits.

In the **Facilitation phase** travelers drill down and select specific activities and make reservations for transportation, lodging and activities. This would include day trips and tours outside of the primary trip purpose (i.e. Glacier Park vacation: what are other activities for activities outside of the park) and group activities. The resources Kalispell provides to the visitor at this phase of the planning cycle is DiscoverKalispell.com – including responsive web design, event listings, lodging packages, the visitor information center, wayfinding signage, maps, lodging packages, and Trip Advisor for dining and event reviews and recommendations.

Optional: [Include attachments here](#).

3. Who is your market?

a. Define your target markets (demographic, geographic and psycho-graphic)

Discover Kalispell's Key Markets

Primary Market - Leisure/Consumer Travel

The leisure market for Kalispell is active matures and young families that are looking for affordable variety and a bit of culture and shopping with their outdoor-centered vacation.

The first time visitor is primarily here for Glacier National Park, and specifically to experience the Going To The Sun Road. Travelers will choose Kalispell as the base camp for their trip because we offer a central location to a number of activities and provide affordable vacation options, particularly for families. The repeat visitor is less dependent on availability of all areas of Glacier Park and branches out to the other attractions such as Jewel Basin, Lone Pine State Park, and partakes in local culture such as the museums and downtown events. Kalispell also supports a strong business and group market.

Visitors from Canada come to Kalispell for signature events, golf, winter activities, shopping, and medical tourism. They enjoy the traditions such as Moose's Saloon, Western Outdoors, and a black Friday weekend getaway as well as hockey, baseball, soccer and other sports tournaments. We are seeing an increasing number of young families visiting from Canada to enjoy the variety of kid-friendly activities offered in Kalispell. This has been stimulated by hosting press trips of journalists that write for family-centered media outlets in Canada.

Top non-resident activities while in Kalispell: (Source: 2015 ITRR Nonresident visitor study for Kalispell)

63% scenic driving

45% nature photography

41% day hiking

37% wildlife watching

35% recreational shopping

Demographic: Drive market; 35-64 years old – average age 57; household income \$100k to less than \$150k; couples and younger families.

Geographic: Drive Market: Washington (Spokane area, Seattle); Portland, Oregon; Northern Idaho (Coeur d'Alene, Bonners Ferry); Alberta (Calgary and surrounding area, Lethbridge, Edmonton); British Columbia (Cranbrook, Fernie/Sparwood); Montana (Helena, Great Falls, Missoula and Billings).

Top residency of nonresident visitors to Kalispell:

Source: 2015 ITRR Nonresident visitor study for Kalispell	Source: Kalispell VIC walk-ins:
Washington	Alberta
California	California
Oregon	British Columbia
Idaho	Minnesota
Colorado	Washington

Direct Flight Markets: Seattle, Portland, Minneapolis, Chicago

Glacier Park International Airport is serviced by Delta (SLC, MSP), Alaska (SEA & PDX), United (DEN, Chicago & Atlanta (seasonal)), Allegiant (Las Vegas and Oakland (seasonal)). Alaska and Delta had the highest enplaned market share during 2015 and the highest percentage of increase for enplanements and deplanements as compared to 2014.

Discover Kalispell's initiatives to support and promote direct flights:

Chicago: new direct winter service is promoted through press trips and online marketing directed to the Chicago market between December and April.

Seattle and Portland: direct flights are promoted through media events, press trips and advertising campaigns.

Trip Type:

Shoulder and winter seasons: extended weekend, Discover Kalispell signature events, sport tournaments, business, groups, FIT.

Summer: base camp and/or pre-post stay for Glacier National Park and Flathead Lake vacations,

and attendance at notable events such as The Event at Rebecca Farm.

Primary Market - Groups, Meetings & Conventions

Kalispell accommodates groups from 10-500 comfortably and adequately. The most common group size is from 50-120. The largest event space in our hotel properties can hold up to 880 for a reception.

With twenty TBID hotels in Kalispell we can accommodate over 1,700 rooms. The two larger convention hotels can accommodate up to 280 rooms per night and have over 16,000 square feet of meeting room space; or there is plenty of nearby and affordable overflow rooms for groups.

Shoulder and summer seasons (July and August) bring in corporate and government. Group business for the shoulder seasons consist of teams, associations and state government. Summer season group business is made up of national associations, SMERF and state and federal government.

Group participants are interested in outdoor activities, brewery and distillery tours and local area events.

b. What are your emerging markets?

Emerging Market – Leisure/Consumer Travel

Demographic: 30-45 years old

Geographic: Markets identified through our signature event participants

Growing direct flight markets: San Francisco Bay Area, Los Angeles area
Tri-Cities WA, the 4th largest metropolitan area in Washington

Discover Kalispell leverages the PR exposure received from the annual signature events to gain exposure in new geographical markets:

Dragon Boat examples: Tacoma Washington, Portland, and Texas

Pond Hockey examples: New England states, San Diego area

Spartan examples: 48 states and the District of Columbia as well as four Canadian provinces attended the 2015 event

Trip Type:

Shoulder and winter seasons: extended weekend, 5-7 days centered around events, ski vacations, girls weekends, multi-generational groups, meetings and group travel.

Summer: base camp and/or pre-post stay for Glacier National Park and Flathead Lake vacations, and attendance at notable events such as The Event at Rebecca Farm.

Emerging Market - Groups, Meetings & Conventions

Bleisure travelers are those coming for meetings and business travel while also bringing families for extended stays. They want destinations that have a strong leisure component. KCVB is working in conjunction with the event planners to market a strong message about the area activities prior to conferences. Our social media channels can be used along with direct e-blast communications to the group database.

The Tri-Cities consist of Kennewick, Pasco and Richland cities and make up the 4th largest metropolitan area in the state of Washington. It is

considered the fastest growing city in the United States by MSA. Major employers include top industries in healthcare, agriculture, food processing and manufacturing. Where there is growth, there is opportunity. This is a market not tapped into.

Healthcare is the leading employment industry for the Flathead Valley with a 15.5% increase (2015Q3, YOY), according to a recent Flathead Valley Economic Forecast. Kalispell Regional Healthcare is expanding services and their recruiting efforts continue to bring accomplished and experienced health care professionals from all over the world. The incentive to live in the Flathead Valley is the lifestyle. The Medical Tourism department at Kalispell Regional has been drawing business from Canada and U.S. based cities. They design medical discounted packages that include consultation, surgery and follow up. Medical concierge are the point of contact from the beginning to the time they return back home. Kalispell is considered the 4th least expensive healthcare area in the country. Discover Kalispell can leverage that message to promote Kalispell as a great breakout session for medical conferences and groups.

c. What research supports your target marketing?

Optional: Include attachment here.

[Supporting Research.pdf](#)

4. Overall Goals

Optional: Include attachments here.

[FY'17 Goals and Objectives.pdf](#)

5. Joint Venture Opportunities

a. In what types of Joint Ventures with MTOT would you like to participate?

Discover Kalispell works cooperatively with the PR and Group Travel departments of MOTBD to assist with hosting press trips and participating in media events. For the group travel, meetings and conventions segment, Discover Kalispell participates in FAM trips and meeting planner shows such as IMEX. We also appreciate the cooperation and sharing that occurs with photos and videos between Discover Kalispell and MOTBD and the Film Office. Consumer oriented campaigns we would be interested in are digital and "out of the box" opportunities and print with accompanying editorial.

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

Discover Kalispell is planning several cooperative initiatives with Glacier Country such as media events in Seattle, Portland, and San Francisco, and consumer-based and group travel-based press trips and FAMS.

The National Park Centennial provides unique opportunities for increased visitation as well as concerns of potential issues due to overcrowding and wildfires. Discover Kalispell will continue to work closely with the staff at GNP, Glacier Country and Whitefish CVB to develop crisis management plans and PR. As a group we are also providing information and collateral for Glacier Park's staff training to help educate their staff on other activities and opportunities in the Flathead Valley to provide to Park visitors during peak traffic and congestion times.

In our local market Discover Kalispell works closely with our partners at Glacier National Park, Flathead Forest Service, Associated Chambers of Flathead Valley, Kalispell Downtown Association and Business Improvement District, Montana West Economic Development, Flathead County Parks and Recreation and Fairgrounds, Kalispell Parks and Recreation, and Montana State Parks. We also collaborate as applicable with Explore Whitefish (WCVB).

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

Discover Kalispell participated in MOTBD co-op programs between FY'10 and FY'15. We focused our participation on winter and spring online campaigns. For the most part, the campaigns demonstrated success as measured by impressions, CTR and clicks to website. We did not choose to participate in MOTBD co-ops during FY'16 and are not anticipating participation during FY'17 due to issues we encountered with ad development and scheduling and not receiving adequate and timely reporting. Discover Kalispell is open to reevaluating the co-ops as they become available and reengaging with MOTBD coops in the future.

Optional: Include attachments here.

Include pie chart here.

[FY'17 Pie Charts.pdf](#)

Marketing Segment, Strategy & Budget

Marketing Segment	Marketing Method	Does research support this method?	Describe your method.	Supporting research/statistics	Provide a brief rationale.	Plan to measure success?	Marketing Method Evaluation	Estimated budget for each method.	Non bed tax funds?	Add'l Atchmnts
Consumer	Photo/Video Library	Yes	Secure new photos & videos that support the PR, social media & advertising.	Images touch a traveler during each phase of the decision process through social media, online adv., and mobile marketing.	Images play an important role in promoting a destination and engaging with potential visitors.	Imagery is a branding tool. Effectiveness would be gauged through social media insights.		\$3,000.00	Yes	

Consumer	Social Media	Yes	Update and manage social media sites that foster consumer engagement and enhance cross platform consistency. Facebook, Twitter, Instagram and YouTube.	Wherever travelers go in 2016 they use social media to discover, plan and share. (Adventure Travel News, Katie Hardin)	Majority of travelers (all demographics) use social media to connect with sphere and share travel experiences and get consumer reviews.	Increased level of engagement; increase total reach by 5%.		\$7,500.00	Yes	
Consumer	Online/Digital Advertising	Yes	Creative services and media buy for online ads, location marketing, social media advertising and targeted print publications.	Online adv. has measurable ROI and drives shares and referrals. A targeted approach with print adv. provides ability to choose editorial subjects to deliver highly targeted content to an already engaged audience. (INMA ROI Study, Marketingland.com)	Online adv. enables a destination to reach targeted consumers and connect them with website and other platforms. Lifestyle print publications speak to specific geographic and psychographic markets and are effective in building brand awareness.	Online adv.: number of impressions and CTR. Print adv.: supports the overall brand awareness.		\$14,000.00	Yes	
Consumer	Print Advertising	Yes	Creative services and media buy for online ads, location marketing, social media advertising and targeted print publications.	Online adv. has measurable ROI and drives shares and referrals. A targeted approach with print adv. provides ability to choose editorial subjects to deliver highly targeted content to an already engaged audience. (INMA ROI Study, Marketingland.com)	Online adv. enables a destination to reach targeted consumers and connect them with website and other platforms. Lifestyle print publications speak to specific geographic and psychographic markets and are effective in building brand awareness.	Online adv.: number of impressions and CTR. Print adv.: supports the overall brand awareness.		\$10,000.00	Yes	

Consumer	Travel/Trade Shows	Yes	Kalispell will attend at least two consumer travel shows during FY17.	Travel shows allow us to connect with a target market to grow off-peak visitations.	It is an economical way to connect directly with consumers interested in our destination. One-on-one conversations allow us to create a strong inspiration to move the interested traveler into the orientation phase of trip planning.	Number of brochures distributed and opt-in subscribers collected.		\$1,550.00	Yes	
Consumer	Printed Material	Yes	Design and production of annual travel guide, locator map and niche brochures.	Through fulfillment requests and distribution of guides at targeted racks, and travel shows we are able to engage with potential visitors and lead them to website and social channels to learn more. Niche brochures play a role such as as suggested itineraries to incentivize travel.	Annual travel guides serves as fulfillment piece for VIC and is requested by thousands of potential visitors each year. The Kalispell tear-off map is a popular item and includes area map and detailed Kalispell map that identifies locations of hotels.	Used in conjunction with our website for brand awareness. Number of fulfillment requests are measured.		\$2,000.00	Yes	
Events	Press Promotions/Media Outreach	Yes	Story pitches and press releases announcing event in target markets to solicit teams and promote teams coming to our events through hometown media.	Participants register for our signature events from across the U.S. and Canada. We have successfully used the event as the story pitch, either through promotion a team within their hometown newspaper or just the uniqueness of the event for our state, to enable Kalispell to permeate markets that we could not have normally afforded.	Connect with markets that have existing teams/ participants to increase event awareness.	Part of event brand awareness, measured by registrations and spectator volume.		\$3,000.00	No	

Events	Print Advertising	Yes	Print ads run in target markets that promote the event to solicit registrations and spectators.	Participants register for our signature events from across the U.S. and Canada. We have successfully used the event as the story pitch, either through promotion a team within their hometown newspaper or just the uniqueness of the event for our state, to enable Kalispell to permeate markets that we could not have normally afforded.	Connect with markets that have existing teams/ participants to increase event awareness.	Part of event brand awareness, measured by registrations and spectator volume.		\$3,000.00	No	
Events	Radio & Television Advertising	Yes	Broadcast coverage to promote event and solicit registrations and spectators.	Participants register for our signature events from across the U.S. and Canada. We have successfully used the event as the story pitch, either through promotion a team within their hometown newspaper or just the uniqueness of the event for our state, to enable Kalispell to permeate markets that we could not have normally afforded.	Increase awareness of event and promote economic impact. Communicate event details and key communication messages.	Part of event brand awareness, measured by registrations and spectator volume.		\$3,000.00	No	
Events	Social Media	Yes	Social media advertising to promote event and solicit registrations and spectators.	Participants register for our signature events from across the U.S. and Canada. We have successfully used the event as the story pitch, either through promotion a team within their hometown newspaper or just the uniqueness of the event for our state, to enable Kalispell to permeate markets that we could not have normally afforded.	Economical and targeted approach to promote event registrations.	Part of event brand awareness, measured by registrations and spectator volume.		\$3,000.00	No	
Events	Electronic Adv - Newsletter, E-blast	Yes	Online advertising including video promos and emarketing to promote event and	Participants register for our signature events from across the U.S. and Canada. We have successfully used the	Connect with markets that have existing teams/ participants to	Part of event brand awareness, measured by registrations		\$3,000.00	No	

			solicit registrations and spectators.	event as the story pitch, either through promotion a team within their hometown newspaper or just the uniqueness of the event for our state, to enable Kalispell to permeate markets that we could not have normally afforded.	increase event awareness	and spectator volume.				
Group Marketing	Online/Digital Advertising	Yes	Creative services and media buy for online ads, location marketing, and social media advertising directed at meeting planners and group travel.	Online adv. has measurable ROI and drives shares and referrals.	Online adv. enables us to reach a target demographic and connect them with our website and other platforms.	Online adv.: number of impressions and CTR.		\$5,000.00	No	
Group Marketing	Group Marketing Personnel	No	Group marketing personnel facilitates the marketing to increase meetings, conventions, group travel and sports and teams events.		Oversight and administration of group marketing efforts is essential to achieve success.	Effectiveness of advertising and promotional campaigns.		\$10,000.00	Yes	
Marketing Support	Opportunity Marketing	Yes	KCVB plans to coop with Glacier Country to produce media events in target markets. And other opportunities as they become available during FY'17.	Previous fiscal years have shown that there are opportunities that come available during the year.	Opportunity funds are in place to allow the KCVB to participate in co-op or other marketing and/or publicity opportunities that become available during the year	Success will be determined based on the individual projects.		\$5,000.00	No	
Marketing Support	VIC Funding/Staffing /Signage	Yes	KCVB supports a full time year-round travel counselor and additional seasonal coverage at the VIC. VIC staff maintains superior information resources, responds to inquiries submitted by phone, email, and walk-ins, compiles	In 2015 the VIC had 9,985 total inquires.	The VIC staff is often the face of Kalispell and the Kalispell Chamber/CVB to a first time visitor. It is imperative that adequate staffing be maintained to	Increased total number of inquiries to VIC and fulfillment packets requested. Expand VIC hours between June 18 and		\$28,800.00	No	

			and inputs VIC data, completes fulfillment requests, solicits and trains volunteers and analyzes visitor satisfaction levels.		provide superior services and keep visitors engaged with our destination.	September 11 to 7 days a week.				
Marketing Support	outreach	No	Outreach funds will be used to allow the KCVB to support tourism related organizations that are important to advancing state tourism industry such as Voices of Montana Tourism.		Important to support organizations and initiatives that help to advance the state tourism industry.	The outreach funds are seen as assisting in the promotion and security of the tourism brand within the state.		\$1,000.00	Yes	
Marketing Support	Fulfillment/Telemarketing	Yes	Phone, postage and supplies to fulfill visitor information requests through the Kalispell VIC. Fulfillment piece is the Kalispell Visitor and Guide and other niche brochures as requested.	In 2015 1,589 fulfillment packets were sent. The VIC had 9,985 total inquiries.	A visitor information center is the first point of contact for many consumers. It is important to have the process and staffing in place to answer questions and send the proper information to keep the potential traveler engaged with our destination.	Increased total number of inquiries to VIC and fulfillment packets requested. Expand VIC hours between June 20 and September 13 to 7 days a week.		\$4,350.00	No	
Marketing Support	Administration	No	Admin funds include required expenses for operation of the KCVB such as rent, supplies, postage, bookkeeping, equipment, tech support, janitorial and miscellaneous.		Operational and staffing costs are essential to operate a business.	Maintain operational costs within established budget.		\$21,800.00	No	
Marketing Support	TAC/Governor's Conference meetings	No	The KCVB Director will attend TAC meetings and the annual Governor's Conference.		Attendance at TAC meetings is a requirement as part of the use of the bed tax funds.	Completion of travel within budget		\$1,000.00	No	

					Governor's Conference provides insights and education for destination marketers.					
										\$130,000.00

Marketing Method Budget

Marketing Segment	Marketing Method	Bed tax funded budget	Non bed tax funded budget
Consumer	Photo/Video Library	\$3,000.00	\$5,000.00
Consumer	Social Media	\$7,500.00	\$12,000.00
Consumer	Online/Digital Advertising	\$14,000.00	\$15,000.00
Consumer	Print Advertising	\$10,000.00	\$15,000.00
Consumer	Travel/Trade Shows	\$1,550.00	\$2,500.00
Consumer	Printed Material	\$2,000.00	\$10,000.00
		\$38,050.00	\$59,500.00
Events	Press Promotions/Media Outreach	\$3,000.00	\$0.00
Events	Print Advertising	\$3,000.00	\$0.00
Events	Radio & Television Advertising	\$3,000.00	\$0.00
Events	Social Media	\$3,000.00	\$0.00
Events	Electronic Adv - Newsletter, E-blast	\$3,000.00	\$0.00
		\$15,000.00	\$0.00
Group Marketing	Online/Digital Advertising	\$5,000.00	\$0.00
Group Marketing	Group Marketing Personnel	\$10,000.00	\$0.00
		\$15,000.00	\$0.00
Marketing Support	Administration	\$21,800.00	\$0.00
Marketing Support	TAC/Governor's Conference meetings	\$1,000.00	\$0.00
Marketing Support	VIC Funding/Staffing/Signage	\$28,800.00	\$0.00
Marketing Support	Opportunity Marketing	\$5,000.00	\$0.00
Marketing Support	outreach	\$1,000.00	\$3,000.00
Marketing Support	Fulfillment/Telemarketing	\$4,350.00	\$0.00
		\$61,950.00	\$3,000.00
		\$130,000.00	\$62,500.00

Miscellaneous Attachments

File Name	Description	File Size
KCVB FY'17 Marketing Plan 05-05-16.pdf (2.8 MB)	Discover Kalispell FY'17 Marketing Plan	2.8 MB

Reg/CVB Required Documents

File Name	Description	File Size
Required Documents - KCVB FY'17 Marketing Plan.pdf (803 KB)	Required Documents	803 KB

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