



DESTINATION MARKETING PLAN AND BUDGET

Fiscal Year 2020



Discover Kalispell, the Kalispell Convention & Visitor Bureau
15 Depot Park, Kalispell, MT 59901
www.discoverkalispell.com

Contents	Page
About Kalispell	3
Strengths	
Challenges	
Opportunities	
About Discover Kalispell	7
Structure	
Purpose of marketing plan	
FY 2019 Highlights	
Importance of Destination Marketing	8
Kalispell and the Montana Brand	9
The Travel Decision Process	10
Destination Marketing Industry Trends	14
FY20 Marketing Plan	
Key Market Segments	18
Leisure – Consumer Travel	
Sports and Events	
Meetings & Conventions	
Groups – Domestic and International	
Key Segments and Methods – chart	22
Goals and Objectives	23
Operating Budget	
Bed Tax	
TBID	24

About Kalispell Montana

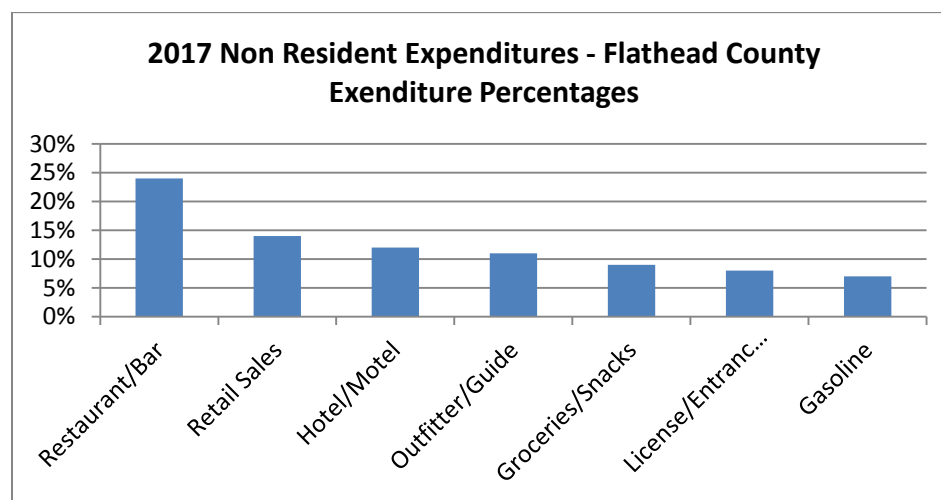
Here in the Flathead Valley life is awe-inspiring and simple at the same time. That ability to both lose ourselves – to wander in millions of acres of protected and pristine lands – or find ourselves by channeling the confident frontier spirit that drove the development of this regional powerhouse, is what makes this mountain community a destination. What sets Kalispell apart is the way two worlds come together. This is a town dripping with history but not stuck in the past. Without sacrificing that old Western charm, Main Street has been revitalized in recent years with new shops and restaurants injecting a modern feel into the classic Western architecture. Kalispell is an eclectic community with artists and bankers co-mingling over a plate of tapas, then moving down the street to shoot some pool. It's ballet class for the kids while mom and dad browse through used books or sip a latte while a bass player picks away in the corner. Our spirit is in our balance, between our work life and our home life, and between playing and building, all while remembering what really matters, the time with each other and the land that keeps it all in perspective.

Kalispell's Nonresident visitor characteristics

- 🌿 Group Characteristics: 15% all first time visitors; 73% all repeat visitors; 82% plan to return within 2 yrs
 - 🌿 Primary reason for trip: 60% vacation/recreation/pleasure; 21% visit FRF or attend event
 - 🌿 If on vacation, attracted for: GNP, mountains, family/friends, open space
 - 🌿 Sites visited on trip: GNP, Flathead Lake state parks, YNP, other MT state parks; Natl Bison Range
 - 🌿 Top activities: scenic driving, day hiking, wildlife watching, photography, visiting historical sites, shopping, camping, breweries, museums, Indian reservations, farmers markets, and attending festivals/events.
 - 🌿 Residency of origin: WA, ID, Alberta, CO, WI, MN, IL, OH, CA, OR
 - 🌿 Age groups represented: 36% - 55-65 years; 33% - 65-74 years; 20% - 35-44 years; 19% 45-54 yrs
- (Source: ITRR 2018 Quarterly Non-Resident Survey – spent at least one night in Kalispell)

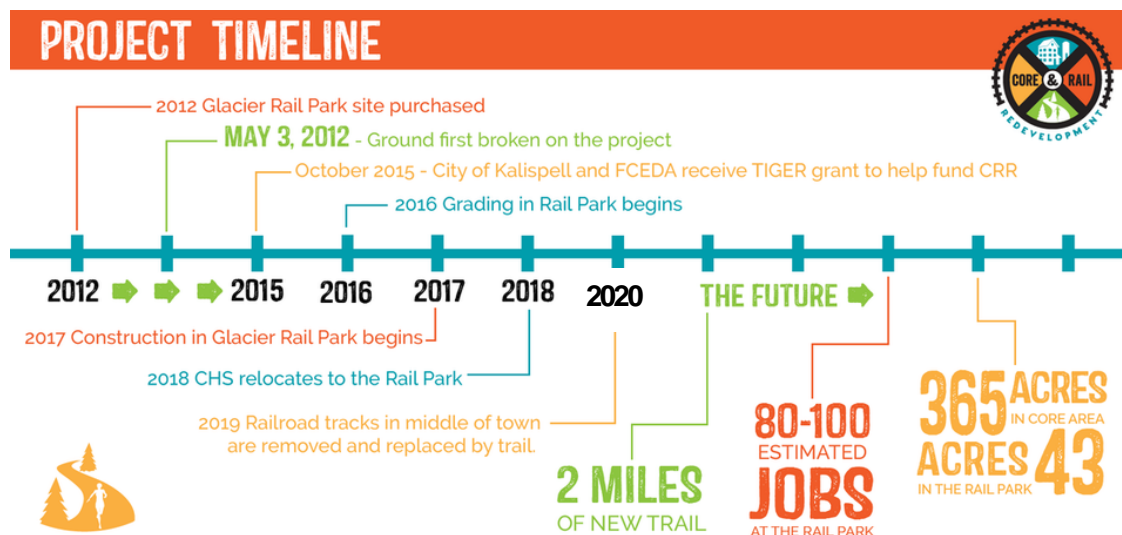
Expenditure Data

Non Resident visitors spent \$530M in Flathead County during 2017.






Destination Facts

- ✦ Number of lodging properties in Kalispell: 22
- ✦ Increased hotel room inventory in the Flathead Valley: 595 new guest rooms since 2016 (2016 = 325; 2018 = 186; 2019 = 84)
- ✦ Glacier National Park: 2.96M recreational visitors in 2018. Non-peak monthly increases: Mar +13%; May +9.7%; Sep +11.7%; Oct +8.9%; Nov +32.5%; Dec +41.6%.
- ✦ Kalispell's Glacier Park International Airport (FCA) is served by five major airlines – Alaska, Allegiant, America, Delta, United - which fly to 13 cities (some seasonal).
 - New flights secured for 2019: non-stop service to Dallas, Chicago, Los Angeles, Phoenix/Mesa
 - 2018 - 307,076 enplaned passengers, a 14% increase
- ✦ Intl travel: 110 tour operators offer product in Kalispell. Over 5,000 estimated room nights and \$1.4M in spending generated from Intl Travelers in Kalispell. (Source: 2017 RMI, T.R.I.P. report)
- ✦ FVCC One Campaign: \$18M of new construction for new library, student center and performance/athletic facility.
- ✦ Kalispell Core and Rail Redevelopment: project creates a rail-served industrial park on the outskirts of Kalispell, builds a beautiful new linear park with biking and walking trails in the downtown core, and opens up the Core Area and historic downtown to vast business opportunities.








Kalispell Strengths




- ✦ Increased availability of non-stop flight destinations to Kalispell due to efforts by the business and tourism community and Glacier AERO.
- ✦ Energized community: Kalispell area was named the third-fastest growing micropolitan community in the nation for the second year in a row. A strong economy leveraged by tourism, manufacturing, retail and health care.
- ✦ Core area and rail project: committed City and other stakeholder groups
- ✦ Annual destination events that increase visitations: Montana Spartan Race, Montana Indoor Soccer Championship, Skijoring at Rebecca Farm, The Event at Rebecca Farm, Three Blind Refs

-  Well-preserved cultural offerings: Conrad Mansion Museum, Hockaday Museum of Art, The Museum at Central School
-  State Parks: Kalispell is surrounded by eleven state parks providing trails, activities, interpretative visitor services, and water-based activities.
-  Montana's iconic natural landmarks located in Kalispell's backyard: 32 miles from the entrance to Glacier National Park, 10 miles to Flathead Lake, surrounded by 2M acres of Flathead National Forest.

Kalispell Challenges

-  Weather conditions that are deviating from historical patterns pose a challenge when promoting outdoor recreation and outdoor events that rely on certain weather conditions. Changes in water temperatures impact fisheries and water-based activities. The impact of national media headlines around wildfires in GNP, as well as the wildfire smoke from surrounding states is impacting visitations to our area.
-  Aquatic Invasive Species post a threat to the Flathead basin waterways. The impact to Montana from zebra mussels alone is estimated at \$234M in mitigation costs and lost revenue. (Source: Flathead Lake Biological Station)
-  Availability of Short Term Rentals (Airbnb, VRBO) continues to increase in Kalispell and Flathead County impacting the occupancy and ADR at traditional lodging properties.
-  Canada is a primary market for northwest Montana noted mostly in visitations for shopping and recreation as well as real estate investments. Alberta's economic momentum in 2018 was impacted by the discount on Alberta's oil which widened to record levels impacting jobs and available discretionary income for Alberta's residents for travel. Alberta economy is forecasted to grow 1.6% in 2019. The 2018-2019 9-month exchange rate was stated at 76.6 cents, lower than 2017-2018. (Source: Treasury Board and Finance, Government of Alberta, 2018-19 Q3 Fiscal Update and Economic Statement)
-  Potential increase in fuel tax to commercial airports (Montana legislation) challenging our ability to attract new carriers and flights.

Kalispell Opportunities

-  Destination and product development: The increased number of sports and conference and event facilities being developed within our competitive set highlights the need for Kalispell to prioritize the expansion of venues and other tourism assets.
-  Environment: The natural environment is the cornerstone of Kalispell and its tie to agriculture and recreation. Discover Kalispell's commitment to being a steward of our resources will be integrated in our communication and promotional strategy and our alliances and partnerships with area non-profits and eco-conscious businesses.
-  Increased average annual occupancy: Glacier National Park and Glacier Park International Airport saw increased visitations in 2018 during the shoulder and winter months. Discover Kalispell strategy serves to increase the group, event and corporate visitations to help smooth out the seasonality of occupancy and ADR.

- Positioning and branding: Discover Kalispell recently completed a destination tourism strategy plan which defines a broader and more differentiated positioning of Kalispell and our customer's loyalty. The identified strategies and action steps from the plan will be implemented during FY20.
- Enhanced consumer trip planning tools: DiscoverKalispell.com executed a direct booking engine in FY19. That trip planning tool will be expanded to enable engaged travelers to seamlessly book lodging and activity packages.



About Discover Kalispell

Structure

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

The Discover Kalispell Team

President/CEO Chamber/CVB: Joe Unterreiner, joe@kalispellchamber.com

Director/CVB: Diane Medler, diane@discoverkalispell.com

Group Sales Manager: Dawn Jackson, dawn@discoverkalispell.com

Sales & Marketing Assistant: Vonnie Day, vonnieday@discoverkalispell.com

Visitor Services Coordinator: Meche Ek, info@discoverkalispell.com

15 Depot Park, Kalispell, MT 59901 | 406-758-2811 | www.discoverkalispell.com








Purpose of Marketing Plan

The FY20 marketing plan serves to direct the initiatives and spending for Discover Kalispell and inform and educate the board of directors, community stakeholders, Tourism Advisory Council and the City of Kalispell. The Bed Tax and TBID funds work in collaboration to support this marketing plan.

TBID Renewal

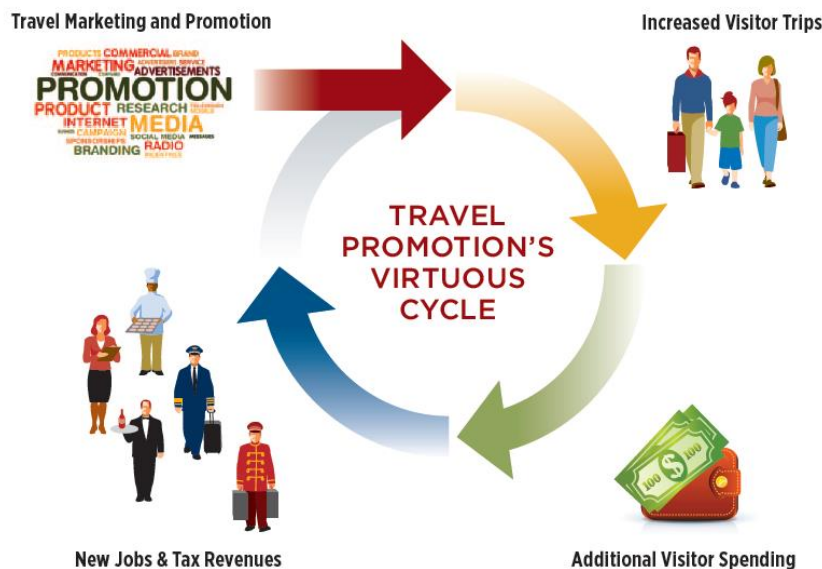
The Kalispell Tourism Business Improvement District renews in June, 2020. The renewal process implemented by Discover Kalispell in cooperation with the City of Kalispell will take place during the first half of FY20.

2018-2019 Highlights

-  Hosted the 6th annual Montana Spartan Race, bringing 7,946 registered racers and 2,150 spectators. 46 states and 5 Canadian provinces represented. 5,882 racers traveled at least 200 miles to attend the race.
-  Put on the 2nd annual Montana Indoor Soccer Championships, a Discover Kalispell event that brought 45 youth teams from WA, ID, BC, Alberta, and across Montana in March.
-  Launched the newly designed DiscoverKalispell.com
-  Hosted state-wide youth sporting events such as Montana State Cup Soccer
-  Discover Kalispell's marketing campaigns garnered 13.2M impressions and 90k clicks to website.
-  Kalispell VIC processed over 10,500 inquiries
-  Over 3,000 room night book for group/meeting & convention business through Discover Kalispell promotions.

Why Destination Marketing Is Important for Communities

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



Impacts of destination promotion for a community are far-reaching. Non-resident visitors spend \$530M in Flathead County per year (ITRR). Those dollars impact a wide range of local business including restaurants, retail, hotels, outfitters and guides, groceries, gasoline, and rental cars.

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

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

The Montana Brand and Kalispell

Kalispell fits perfectly with the Montana Brand enabling Discover Kalispell to work cooperatively with the Montana Office of Tourism and Business Development and other region and CVB partners.

More spectacular unspoiled nature: Kalispell is surrounded by 10 mountain ranges, a national park, two national forests, one wilderness area, and the largest freshwater lake in the west.

Vibrant and charming small town: 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 partners with MOTBD in joint ventures for digital and print campaigns and in FY20 will participate in the Visa Vue program. Other cooperative projects include press trips and trade shows such as IPW and IRU.



Kalispell, Montana is a quick and scenic 4-hour drive from Spokane. Enjoy the fall colors as you follow along the meandering Clark Fork River prior to reaching Flathead Lake. Kalispell offers family-fun lodging options, 3 breweries and shopping in a vibrant downtown, and close access to Glacier National Park.

DISCOVER
Kalispell
MONTANA

Plan your stay at
WWW.DISCOVERKALISPELL.COM

FY19 Fall drive market campaign creative

The Travel Decision Process

Top reasons to travel: see new cultures and customs, experience the outdoors, conquer new adventures, have time to think and reflect, create memories with friends and family. Whatever the reason and wherever you decide to travel, the trip planning cycle is not always a linear path and includes several different stages.

During a traveler's quest for a one-of-a-kind trip they will encounter a 'whole world' of options. Montana in general and Kalispell specifically, are not necessarily top-of-mind destinations. To be part of a traveler's consideration set means understanding the visitor that would be attracted to our destination and the travel resources influencing their choices. Several studies have been conducted to gain insight into leisure travel intentions, motivators and detractors based on the knowledge that American's don't take the vacation time they have earned. A study highlighted in USTravel.org shows these top motivation factors by gender:

	Travel Motivations by Gender:	
	Female	Male
Relaxation	83%	77%
Get away from home	81%	73%
Experience different cultures	69%	58%
Experience different cuisines	62%	54%
Pursue a hobby	33%	36%
Participate in a sport	19%	28%

SOURCE: MMGY Global Portrait of American Travelers, 2015.

Several factors can attribute to the catalyst to decide to plan a trip such as a desire for escape, rest, adventure or social interaction. An effective destination marketing campaign captures the attention of that motivated traveler.



Stage 1: Inspiration – Dreaming

During the first stage of the planning cycle, travelers are gathering ideas and inspiration. This is when the traveler either decides the type of trip they are interested in, or researches destinations that fit the trip type they want. Cost of travel and availability of personal finances to travel will impact the destination and type of trip chosen. Airfare and distance to travel to and within Montana may impact the decision to select Montana. Consumers are checking an average of 38 websites before they click 'book' making it harder for a destination to get noticed. (Expedia Travel Group)

ONLINE BOOKERS INCREASINGLY ENGAGE WITH TRAVEL CONTENT IN THE WEEKS LEADING UP TO PURCHASE

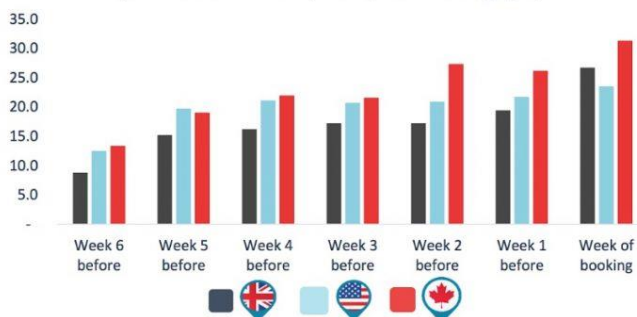
Number of visits to travel sites made by bookers 45 days before booking:



Expedia
MediaSolutions

Average Travel Site Visits per Week

(Number of travel sites visited per week, Dec '15-Feb '16 aggregate)



Data Source: comScore UK, US and CA Desktop Panel, Custom Path to Booking Visitation Analysis, Weekly Visits per User, Dec '15 - Feb '16, Average Travel Site Visits per Week (Number of travel sites visited per week by the average segment member, Oct '15-Feb '16 aggregate)

16

Messages: Speak to the desire for a trip that includes a mountain community, outdoor recreation, relaxation, friendly-small town feel, and free-spirit adventure while also addressing safety, availability of modern comforts, and dispelling perceptions of Montana being difficult to access. Include messaging in our promotions that shows the affordability of a Montana vacation once they arrive and the unique experiences and memories they'll receive (Glacier National Park, Flathead Lake). Highlight family-friendly events and activities. Tell an inspiring story of what makes our community special. Most travelers are also considering the trip in the inspiration stage and the budget continues to have a strong influence throughout the planning cycle.

Tools:

- Destination websites – discoverkalispell, visitmt, glaciermt
- Targeted content and search marketing
- Discover Kalispell social media channels
- Blogs, articles, and inspiring photos & videos – demonstrate the unique Kalispell culture
- Sponsored content in targeting and retargeting campaigns
- Emarketing to loyal fans – keep followers engaged
- Travel shows – 1:1 conversations with potential travelers in key markets
- Earned media/WOM – let others tell your story











Stage 2: Orientation – Planning

The second stage of the trip planning cycle revolves around orientating themselves to the selected destination or trip type – planning their memorable moments. This stage includes deciding the dates of travel, learning about available activities, events, historical, cultural and natural attractions, and setting the trip budget.

Messages: Highlight the diverse events and activities, downtown Kalispell, variety of dining choices, locally-made products, and suggested outdoor itineraries. Soften the perception that they will be isolated (being without common amenities) and the perceived challenges of harsh weather. Highlight local food, craft beverage scene, arts and culture, recreation, and natural resources.



Tools:

-  Website – Discoverkalispell.com
-  Consumer reviews and ratings on travel platforms
-  Be present on popular travel sites
-  Strong call to action in all content
-  Customized content for emarketing database
-  Local events calendars
-  Video to highlight events and activities so they can imagine themselves in the picture
-  Checklists to incentivize trip planning – i.e. 10 day-hikes within 30 minutes of Kalispell



Stage 3: Facilitation – Booking

Third stage includes making specific plans: booking activities and tours, making reservations for transportation and lodging, checking weather predictions. Travelers do their homework when deciding how to spend the moments of their trip. These ‘hyper-informed’ consumers have amped their consumption of content across various media and devices.

Messages: Travelers are interested and motivated but probably have not finalized trip plans. To not lose them to another destination, make it easy for them to book. Connect travelers with hotels and activity providers,

Destination Marketing Industry Trends

Content – authentic and engaging content – is the strongest tool for a DMO to build engagement, advocacy, and positive word of mouth recommendations. The key to engaging content is telling a story about your destination and its local culture. The trends to watch when creating a content marketing strategy include:

1. IGTV and Instagram (IG) Stories: IG stories launched in 2016 and have grown 11 times faster than standard Feed posts, and comprise 47% of all IG content by major brands (Block Party via Destination Think). The introduction of IGTV switches a user's feed from square images to full-screen vertical video. It is stated that 'Stories will soon outperform the traditional news feeds of FB and IG in terms of engagement and growth' (Destination Think, 12/21/18).
2. Changing algorithms: social media platforms change their algorithms all the time. DMO's need to consider a strategy that diversifies your channels and focuses on your organization's goals for that platform. Facebook has become more about quantity and commercialization rather than a place to connect with friends and family. Viewership has slowed in recent years while its ad revenue jumped by 42%. (Entrepreneur.com, *Why social media has become so toxic and what to look for next*)
3. Influencers: Not all influencers are created equal and can be difficult to determine who is a high-quality influencer that will get your content out to your target market.
4. If the locals are supporting tourism and behind what the DMO is doing then it is effective to involve locals in marketing campaigns to effectively convey the culture and vibe of the destination.
5. Search engine optimization and search marketing are more important than ever. When beginning to research a trip, 48% of North Americans use a search engine to conduct the initial search. Additionally more than half of travelers under 34 use a general search engine to check lodging prices and find the best deal. (Hearst Bay Area Blog, 7 Tourism Marketing Trends Evolving in 2019). A strong content marketing strategy should go across all platforms and include SEO/SEM marketing.

Real-time optimization of campaigns should be an integral aspect of marketing campaigns on any platform. Understanding your audience, targeting, testing, adjusting, retargeting are a continual process during any campaign. Messaging and content crosses all platforms, tying your brand and message together seamlessly the entire way down the funnel.

The Travel Trends Report of 2019 by TrekkSoft highlights top trends for tour operators:

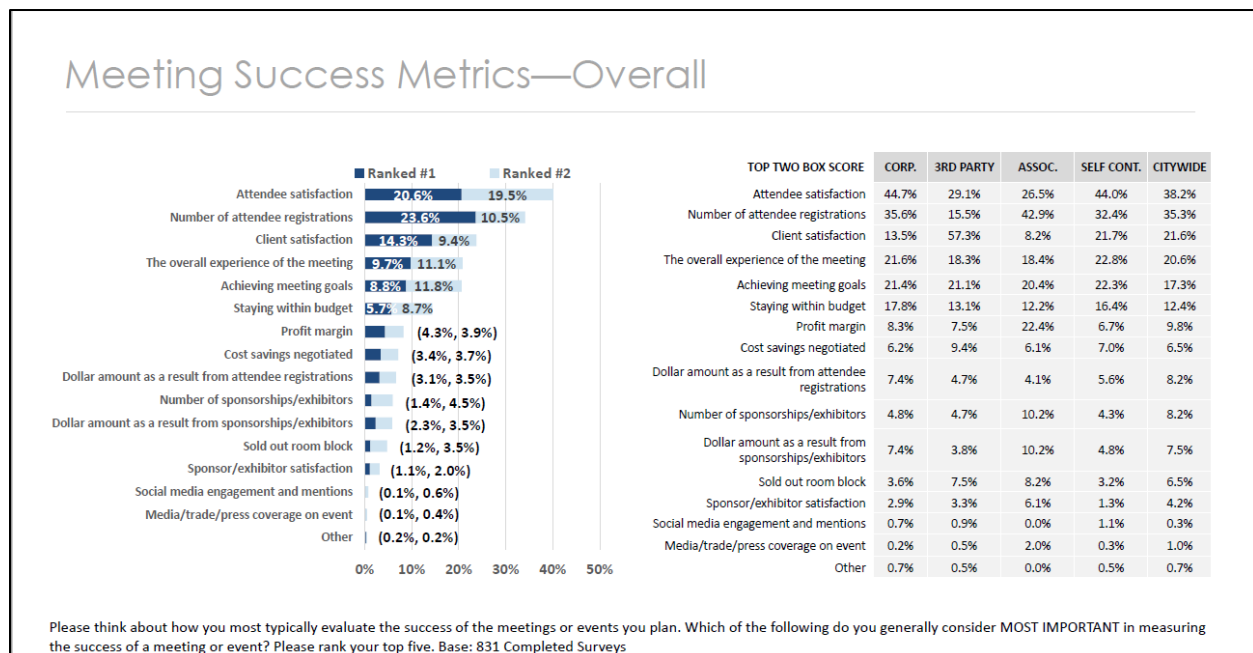
1. Last minute bookings are increasing: 'Bookings are generally made 13 days in advance. On mobile, this window narrows to just 5 days.'
2. Advanced booking is preferred for multi-day tours. The report highlights a shift with multi-tours and activities being booked further in advance as a preferred option for travelers.
3. Travelers are visiting new destinations: 22% of participants of the survey have seen a visible increase of visitors from new destinations.

4. Requesting new experiences. Tour operators are receiving requests for unique, once-in-a-lifetime experiences, mostly common amongst millennials. Ecological and educational tours are also in demands.
5. Local history and culture experiences including walking tours continue to be a popular offering.

Destinations Analysts surveyed 831 meeting planners that represent a full spectrum of meeting and event planners with experience in a variety of industries, including corporate (42.4%), national/international association (42%), state/regional association (26.8%) and third party planners (25.6%), as well as those who regularly plan city-wides and those solely focused on self-contained meetings (44.9%).

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

1. Attendee satisfaction - Corporate Planners
2. Number of attendee registrations - Association Planners
3. Client Satisfaction -Self Contained Planners
4. Overall meeting experience -Self Contained Planners
5. Achieving meeting goals - Self Contained Planners



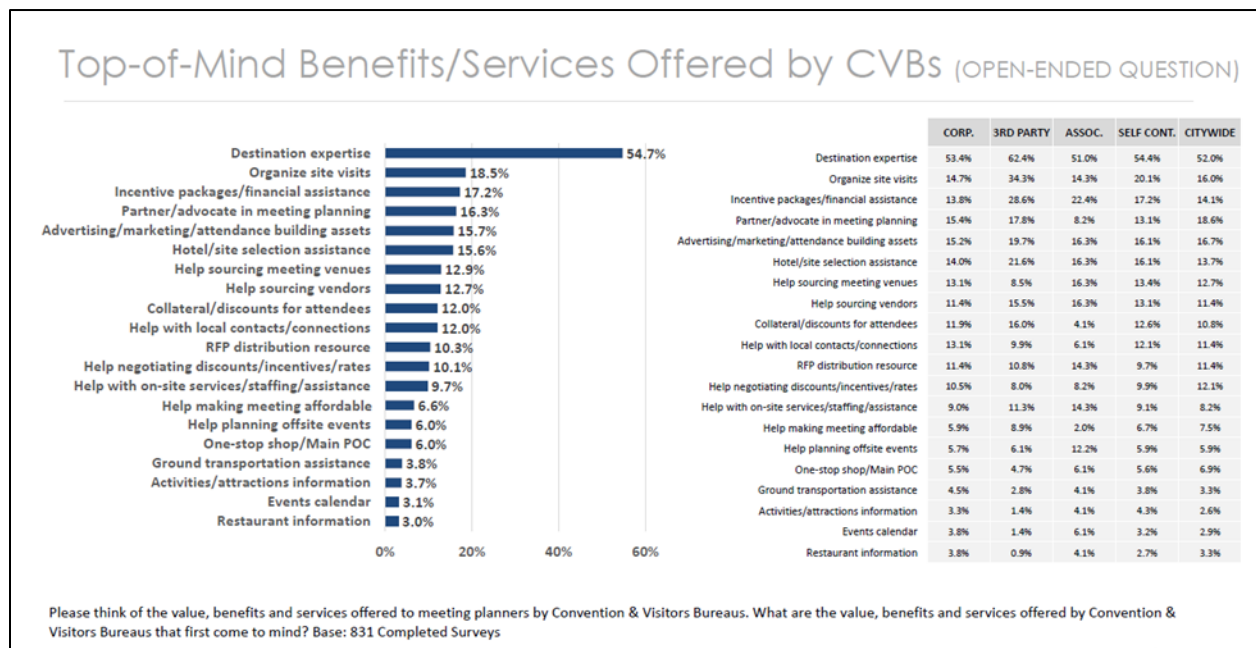
Top 5 most important attributes for a meeting location and the type of planner that rated the value the highest:

1. Geographic location -Self Contained Planners
2. Meeting facilities –Third Party Planners
3. Hotels-quality – Third Party Planners
4. Hotels-rates – Citywide Planners
5. Overall cost of holding meeting in destination – Association Planner

While a CVB's role in the meetings process is largely described as a "one-stop shop" for destination expertise, there is notable lack of specific knowledge of the many services a CVB provides.

Top five most important services that a CVB provides for mid-sized meetings and the planner that perceived them to be the most value:

1. Printed destination guidebooks for attendees - Association Planner
2. Local events calendar – Third Party Planner
3. Digital marketing material – Association Planner
4. Personalized hotel selection assistance – Third Party Planner
5. Incentive packages to hold your meeting in that destination – Third Party Planner




The biggest challenge that meeting planners remain to have is staying within the budget and identifying a centrally located destination. CVB assistance is likely to be valued by those planners with budget restraints and accessible location options. The free professional services through Discover Kalispell and expanded air services available in our area surprise many planners. Kalispell is the perfect meeting destination to support our planners and grow conference attendance through: 1) our iconic location near Glacier National Park and Flathead Lake, 2) quality lodging options, 3) incentive options, 4) assistance with attendance promotion, and 5) our welcoming community.

FY20 Marketing Plan - Key Market Segments

Leisure – Consumer Travel Segment


Kalispell is a mountain destination community attractive to travelers for its friendly/small town feel, community vibe and mindset, family-friendly accommodations and activities, affordability not found in a resort mountain destination, and proximity to iconic outdoor recreation including Glacier National Park.

Consumer segment high potential visitors include family travelers, active matures, outdoor recreation seekers, adventure motorcyclists, arts and culture enthusiasts, and sports event attendees.

-  Adventure motorcyclists take multiple trips per year and have a median age of 46. They spend nearly \$110 per day in Montana, mostly on restaurants and bars followed by lodging. Average length of stay is 2.45 nights. Preferred routes are scenic routes and designated scenic byway/highway of which Kalispell and NW Montana has several options. (ITRR Motorcycle Touring in Montana: A Market Analysis, 2019)

Key Geographical Markets are Washington, California (Los Angeles), Illinois (Chicago), and Alberta. Year-round promotions are targeted to Los Angeles, Chicago, Seattle, Spokane/CDA, and Calgary. Seasonal highlights are focused to the drive markets of Spokane/CDA, Seattle, Calgary, and Lethbridge.

Emerging markets: Based on new non-stop flights to Kalispell, an emerging market for FY20 is Texas (Dallas). Additionally, FIT group travel is a key market segment enhanced by Discover Kalispell's tour operator and supplier promotions and partnerships with RMI and MOTBD.

-  Kalispell's Glacier Park International Airport is served by five major airlines which fly to 13 major cities (some seasonal).

Sports and Events Segment





Discover Kalispell has created and organized major destination events since 2012. While this continues to be a key strategy in FY20 the Discover Kalispell grant program will be expanded to provide increased support for events and other tourism assets produced by community organizations.

-  In 2018 and 2019 a partnership with Flathead Soccer Club enabled Kalispell to host major soccer events providing measurable visitations in early June, expanding the peak season increased occupancy.
-  Discover Kalispell supports local academic leadership to bring state-wide tournaments and events to Kalispell.
-  In FY19 Discover Kalispell supported organizers to host a large tribal event, as well as a variety of conference events, press media events, and community events that enhance the vibrancy of downtown.

Since 2012, Discover Kalispell's signature destination events have generated \$28M in economic impact for the Flathead Valley.

Groups/Meetings & Conventions Segment

Kalispell has twenty two TBID hotels and ranges from 6 rooms to 170 rooms per property for a total of 1,946 rooms in market. My Place, opening June 2019 is a limited service hotel with 84 rooms (included in the total). Larger flag properties in Kalispell include Hilton brands, Best Western, Radisson, Holiday Inn, LaQuinta, Marriott and Red Lion.

-  Groups of 10-500 can be comfortably and adequately accommodated in Kalispell. The most common group size is 50-150.
-  The two largest convention hotels can accommodate up to 280 rooms per night and have over 26,000 square feet of meeting space.
-  Larger groups that require more meeting space can be easily arranged between the two convention hotels, with the efforts of the sales team, meeting coordinator and Discover Kalispell. Many affordable options for overflow rooms are located close to the convention hotels.
-  Along with the convention hotel space there are numerous unique venues in Downtown Kalispell that also serve as part of Kalispell's cultural assets.

Destination choices are important to meeting planners to promote the maximum attendance. Trends by Benchmark and Social tables indicate that unique and purposeful experiences rank high on attendee preference. Groups are seeking post conference-hour adventures, pre and post excursions, and attendees want planners to provide meaningful teambuilding activities during the meetings according to Meetings Today Trends survey.

M&C Key Segment: Association continues to be a strong market for Kalispell. It has been the most reliable and dependable market largely due to the predictability of the rotation process, number of members and bylaws for state, regional and national.

During FY18, 52% of RFP's received were association, followed by 17% corporate and 8% sports and events.

Kalispell area was named the third-fastest growing micropolitan community in the nation for the second year in a row. Health care expansion, manufacturing and tourism continue growing at a rapid pace for the Flathead Valley. Industry professionals find it important to network with like-minded associates, to be a voice and advocate in their industry, and be exposed to industry trends. Joining associations helps provide them with a competitive edge, give insight and act as a resource to the organization.

M&C Geographical Market: Discover Kalispell has steadily been growing awareness and building relationships with planners in the Puget Sound area and will build on that momentum. Seattle is the closest major U.S. city to Kalispell. Other cities in the Puget Sound region include Tacoma, Olympia and Everett, Washington.

In addition to only being an eight hour drive from Seattle, Glacier Park International Airport offers three direct flights out of Kalispell daily and Amtrak train services from Whitefish. Seattle is often considered a regional location for association conferences because of the proximity to the airport, city amenities and coastal scenery. Kalispell offers the close proximity and city amenities however the differences are our

mountainous scenery, friendly community, abundance of outdoor activities and all at a reduced out-of-pocket expense.

Discover Kalispell attends trade shows that target Pacific Northwest meeting planners such as Connect, Smart Meetings and MPI. Previous attendance at these shows has given Discover Kalispell the opportunity to retain engagement with those planners through our quarterly M & C E-news and annual FAM trips. Small Market meetings fits Discover Kalispell's criteria for both meeting size and the variety of planners. A new show for Discover Kalispell in FY20 is MPI-Cascadia which focuses on the Pacific Northwest meeting planners and has educational programs for both planners and suppliers.

Referral Program: The Bring it Home campaign is a referral program in its fourth year. It has proved to be successful in bringing in conventions of up to 500 attendees. Locals receive a \$10 gift card for every meeting or group referral they give. Our local professionals are passionate about where they live and relieved there are resources like the Discover Kalispell that can help support the group, both financially and as boots-on-the-ground assistance. The Kalispell Chamber of Commerce continues to be a strong resource for Discover Kalispell with their membership of over 700 businesses and associations. We are able to market the Bring it Home program, educate our community about Discover Kalispell's services through luncheons, newsletters and chamber staff.

Market Segment Occupancy Report: The majority of Kalispell's TBID hotels provide monthly market segment occupancy data. The segments include Corporate, Events, Government, Group, Tours and Transient/Leisure. Discover Kalispell compiles the information and utilizes the statistics for market strategy direction and keeping apprised of Kalispell trends. For example, during FY17 the average corporate segment occupancy was 14% of total and in FY18 it increased to 19% with increases noted in all quarters from the reporting hotels. This is contributed to the retail, corporate and highway construction occurring in the Flathead Valley. Higher transient occupancy was noted for those months and group percentages were higher compared year over year, providing compression to non-conference hotels. Discover Kalispell uses the report to closely monitor the tour group numbers with anticipation of steady growth as a result of the hosting International Roundup and increased promotional efforts to domestic and international tour operators.

FY18-Annual Average		Q1 Average	Q2 Average	Q3 Average	Q4 Average
Corporate	19%	16%	24%	23%	20%
Event	1%	1%	1%	0%	2%
Government	5%	5%	6%	5%	5%
Group	7%	9%	4%	5%	9%
Tours	1%	2%	0%	0%	0%
Transient/Leisure	67%	68%	66%	67%	64%

Tours Groups Segment - Domestic and International

Kalispell has the right elements, affordability and unique experiences to attract domestic, regional and international tour companies, as well as clubs and specific interest hobby groups. Discover Kalispell will seek out tour groups both domestic and international and clubs that focus on history, culture and local signature events.

Kalispell hosted the 2018 International Roundup in April (IRU). It brought in over 40 tour operators to experience Kalispell first-hand. The event had not been held in our area in over 20 years and the likelihood of hosting it again won't come around for another 20 years due to the rotation process between states and cities. The Montana Office of Tourism & Business Development contracts with Rocky Mountain International (RMI), which is the organization responsible for IRU. They specialize in international tourism marketing and PR. RMI works with Montana, Wyoming, Idaho, North and South Dakota. The countries that market this region are United Kingdom, Germany, Australia, France, Italy, Benelux and Nordic and they all have a RMI representative in each country.

Discover Kalispell markets to the group travel segment through tour operator media outlets and attending industry shows including IRU, International Roundup, and IPW, International Pow Wow, in cooperation with MOTBD and other CVB's and regions.

Communication to Key Market Segments

Discover Kalispell utilizes monthly, quarterly and annual campaigns to promote Kalispell as a travel destination and to promote the professional services provided through Discover Kalispell for meeting planners and tour operators.

Content marketing campaigns are ongoing through social media, search ads, website marketing, and travel guide promotion. Seasonal campaigns promote shoulder season events and local experiences.

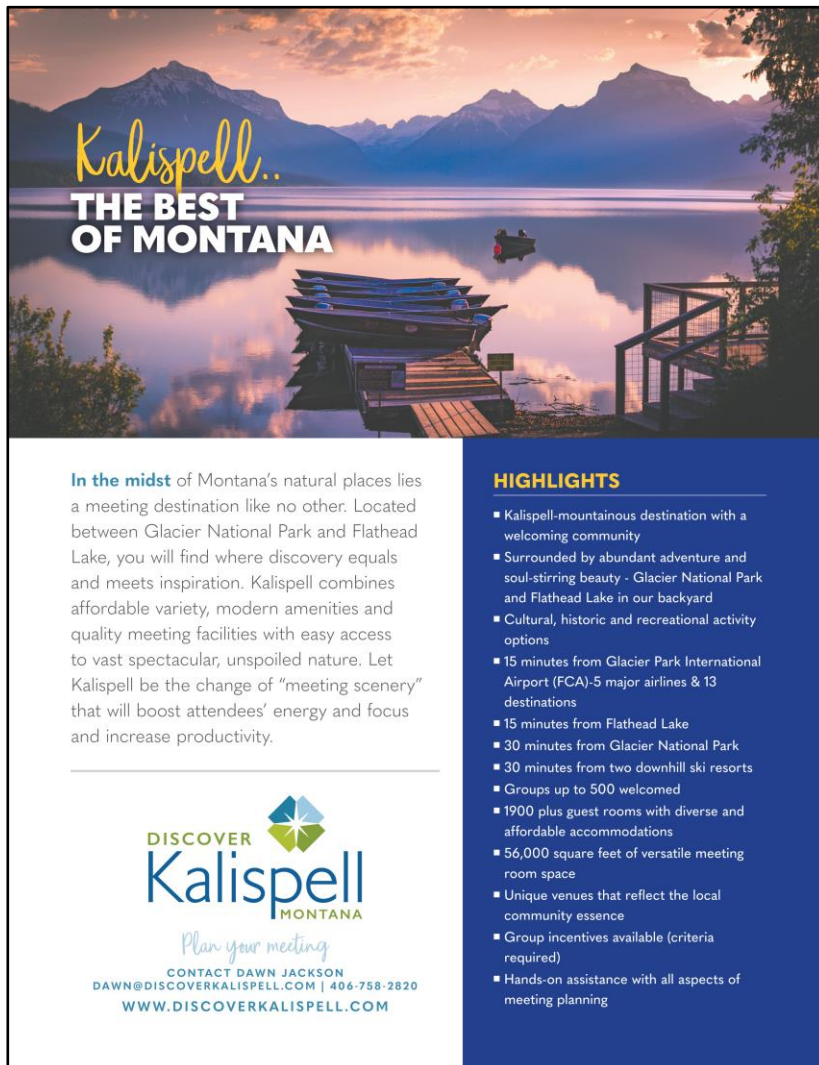
Attendance at consumer travel shows in the Calgary, Spokane and other markets generate new followers and provide means to continue engagement with existing followers.

Discover Kalispell is an integral part of community conversations to keep stakeholders and residents informed about tourism-related activities and the importance tourism plays in the local quality of life and to be an advocate for protection of resources.

Quarterly e-news campaigns are sent to Discover Kalispell's consumer database, a targeted meeting planner database, and a tour operator database of domestic and international tour operators. Each newsletter has audience specific content and images.

The convention hotels and meeting room stats are featured in a downloadable Kalispell Meeting Guide along with group specific information. The website provides a link to lodging packages associated with Kalispell convention, sports and group rates, and the Meetings & Group section expands on services, unique venues, and group meal planning.

Discover Kalispell continues to educate the local business community and tourism stakeholders on the economic impact attained through meetings and group business and this is achieved through presentations, monthly newsletters, and incentives to refer a meetings and conventions through the Bring it Home Campaign.



**Kalispell...
THE BEST
OF MONTANA**

In the midst of Montana's natural places lies a meeting destination like no other. Located between Glacier National Park and Flathead Lake, you will find where discovery equals and meets inspiration. Kalispell combines affordable variety, modern amenities and quality meeting facilities with easy access to vast spectacular, unspoiled nature. Let Kalispell be the change of "meeting scenery" that will boost attendees' energy and focus and increase productivity.

HIGHLIGHTS

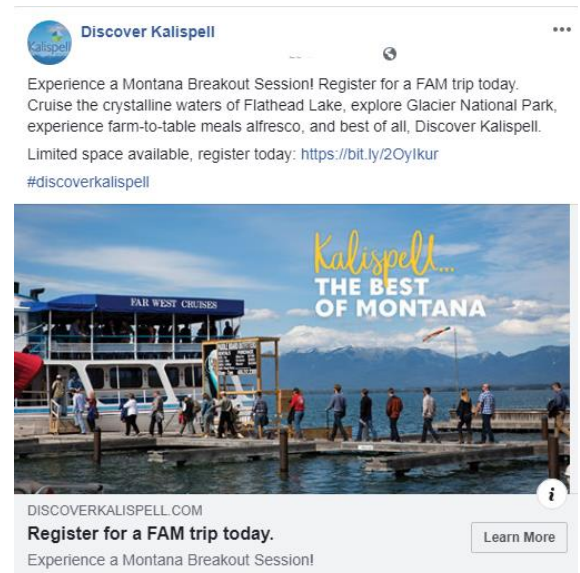
- Kalispell-mountainous destination with a welcoming community
- Surrounded by abundant adventure and soul-stirring beauty - Glacier National Park and Flathead Lake in our backyard
- Cultural, historic and recreational activity options
- 15 minutes from Glacier Park International Airport (FCA)-5 major airlines & 13 destinations
- 15 minutes from Flathead Lake
- 30 minutes from Glacier National Park
- 30 minutes from two downhill ski resorts
- Groups up to 500 welcomed
- 1900 plus guest rooms with diverse and affordable accommodations
- 56,000 square feet of versatile meeting room space
- Unique venues that reflect the local community essence
- Group incentives available (criteria required)
- Hands-on assistance with all aspects of meeting planning

DISCOVER
Kalispell
MONTANA

Plan your meeting

CONTACT DAWN JACKSON
DAWN@DISCOVERKALISPELL.COM | 406-758-2820
WWW.DISCOVERKALISPELL.COM

FY19 M&C Campaign – print media



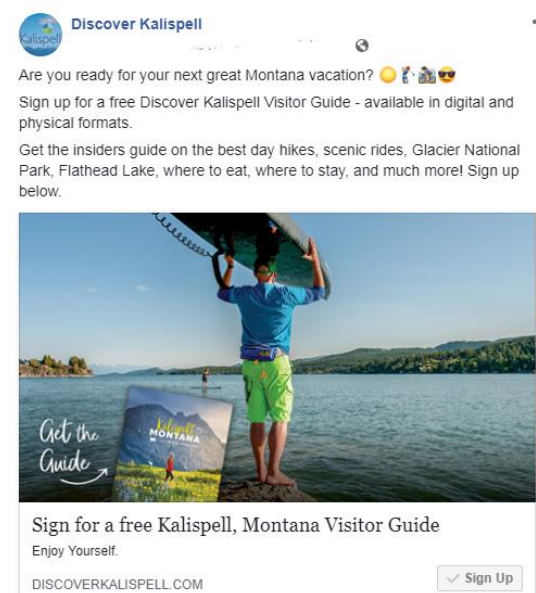
Discover Kalispell

Experience a Montana Breakout Session! Register for a FAM trip today. Cruise the crystalline waters of Flathead Lake, explore Glacier National Park, experience farm-to-table meals alfresco, and best of all, Discover Kalispell. Limited space available, register today: <https://bit.ly/2OyIkur> #discoverkalispell

DISCOVERKALISPELL.COM
Register for a FAM trip today.
Experience a Montana Breakout Session!

Learn More

FY19 M&C campaign – paid social



Discover Kalispell

Are you ready for your next great Montana vacation? 🌞 🏞️ 🌊

Sign up for a free Discover Kalispell Visitor Guide - available in digital and physical formats.

Get the insiders guide on the best day hikes, scenic rides, Glacier National Park, Flathead Lake, where to eat, where to stay, and much more! Sign up below.

Sign for a free Kalispell, Montana Visitor Guide
Enjoy Yourself.

DISCOVERKALISPELL.COM

Sign Up

FY19 Consumer campaign - retargeting

FY20 Marketing Plan - Key Segments and Methods

Segment	Methods
Marketing Support (supporting all segments)	Research - STR, Visa Vue Creative agency services Discover Kalispell Grant Program (events and visitor enhancements) Online booking engine – Kalispell lodging & activities
Website Marketing	Maintenance and enhancements Search marketing – SEO and SEM
Consumer	Photo and video assets Social media marketing Media buy: print, digital and multi-media Travel show attendance Airport visitor display Newsletter marketing Travel guide, niche brochures and maps
Destination Event Development	Montana Spartan Race Montana Indoor Soccer Championship
Sales - Groups, Meetings & Conventions	Trade shows Meeting planner FAM Group incentive program to secure events and conferences Media buy: print, digital and multi-media Newsletter marketing Sales calls
Visitor Services	Kalispell Visitor Information Center Customer service training Annual travel guide and niche brochures
Cooperative Marketing & Partnership Programs	Montana Office of Tourism & Business Development Glacier Country Glacier National Park and Flathead National Forest Regional Chambers and CVB's Flathead County Trails Plan City of Kalispell Trail Crew – Core and Rail Project Kalispell Downtown Association Voice of Montana Tourism
PR and Publicity	Travel media press trips Media events in key markets PR services – proactive and reactive story pitches, brand content Kalispell branded merchandise

FY20 Marketing Plan – Goals & Objectives

Goals

1. Increase year-round visitations from non-resident domestic and international travelers.
2. Generate earned media for Kalispell in targeted U.S. and International markets.
3. Build relationships with visitors as demonstrated through increased usage, engagement and conversions on media platforms.
4. Continue to position Kalispell as a sports and event destination by building relationships with state, regional and national promoters, tournament directors as well as local organizations.
5. Provide sponsorships through the Discover Kalispell grant program for programs and services that enhance the visitor assets and economy.
6. Promote Kalispell as a destination for domestic and international tour group travel.
7. Continue to build database and relationships with tour operators, domestic and international.
8. Continue to build database and relationships with active meeting planners in key markets and segments.
9. Promote Kalispell and the services that Discover Kalispell provides to local businesses and organizations for meeting and convention referrals.
10. Play an active role as a voice for tourism in the state and the community through positive publicity and outreach and involvement in the downtown and core area redevelopment projects.

Objectives

1. Increase occupancy at TBID hotels by 2% during FY20 (as measured by TBID collections).
2. Increase unique visitors to website by 15% over FY19. (FY18 = 172,178, 11% increase over FY17)
3. Increase visitor guide downloads on Discoverkalispell.com by 25%.
4. Increase consumer newsletter database by 10% over FY19 (equates to additional 1,370 opt-in subscribers).
5. Measure the engagement of followers with Discover Kalispell social media channels through increased retweets, comments, shares, clicks and conversions.
6. Host minimum of one press trip with travel media from key demographic or geographic markets.
7. Promote Kalispell for sports event travel through key industry publications and direct marketing to tournament organizers and promoters.
8. Successfully produce KCVB signature events on budget and with increased room night pickup.
9. Increase database of qualified and interested meeting planners and tour operators by 30% over FY19 (equates to additional 356 opt-in subscribers).
10. Retain engagement of meeting planner and tour operator database through quarterly newsletters.
11. Attend two tradeshow to promote Kalispell as a meeting and group travel destination.
12. Host one meeting planner FAM of qualified planners who have never been to Glacier Country.
13. Connect and engage with meeting planners through one targeted advertising campaign.
14. Promote Kalispell to domestic and international tour operators through one advertising campaign.
15. Increase referrals to the Discover Kalispell Bring It Home program for a total of 40 referrals in FY20 (22 referrals in FY18).

FY20 Marketing Plan – Operational Budget - TBID

		FY20 Projected Revenue	\$ 658,000	
		FY19 Carryover	\$ 10,000	
		Total	\$ 668,000	
Program Description	Project	Program Total	% of budget	
Staffing	Wages, benefits, employer expenses	\$244,500	37%	
Operations		\$35,300	5%	
	Rent	\$8,400		
	Bank Fees	\$50		
	Phone	\$2,800		
	Office Supplies	\$1,500		
	Postage & copies	\$2,500		
	Audit - City of Kalispell	\$2,000		
	Audit - Chamber	\$3,000		
	Accounting services	\$3,000		
	City of Kalispell Assessment Fee	\$5,000		
	Travel & entertainment expenses	\$2,000		
	Tech support	\$800		
	Equipment, software, furniture (purchase)	\$1,000		
	Annual meeting	\$2,000		
	TBID Directors & Officers Insurance	\$1,250		
Marketing Support		\$80,700	12%	
	Smith Travel Reports	\$6,700		
	Organizational Memberships	\$4,000		
	Training and Education	\$3,000		
	Research	\$6,000		
	Grant Program	\$15,000		
	Creative Agency Services	\$40,000		
	Ares	\$6,000		
Website		\$35,000	5%	
	Maintenance and enhancements	\$15,000		
	Website marketing (SEM-SEO)	\$20,000		
Consumer Marketing		\$75,500	11%	
	Photo and video library	\$5,000		
	Social Media administration	\$8,000		
	Media buy: print, digital, multi-media	\$42,000		
	Travel show attendance	\$5,000		
	Trade show booth display	\$2,000		
	Airport visitor display	\$1,500		
	EMarketing	\$4,000		
	Travel guide and niche brochures	\$8,000		

Events and Sports –Operation and Promotion		\$55,000	8%
Montana Spartan Race	\$30,000		
Montana Indoor Soccer	\$25,000		
Groups and M&C		\$89,000	13%
Meeting Planner Shows	\$20,000		
Meeting Planner FAM	\$17,000		
M&C and Group incentive program	\$18,000		
Media buy: print, digital, multi-media	\$16,000		
EMarketing	\$4,000		
Group photo and video library	\$2,000		
M&C collateral	\$2,000		
Customer Relationship Mgmt System	\$6,000		
M&C memberships	\$1,000		
Sales calls	\$3,000		
Publicity		\$53,000	8%
Travel media press trips/FAM	\$13,000		
Proactive & reactive PR	\$35,000		
Kalispell branded merchandise	\$5,000		
TOTAL		\$ 668,000	100%

FY20 Marketing Plan – Combined Operational Budget – TBID and BED TAX

KCVB Combined Budgets FY'20							
TBID Projected Revenue		\$	658,000	Bed Tax Projected Revenue		\$	140,000
FY'19 Carryover		\$	10,000	FY'19 Carryover		\$	-
Total		\$	668,000	Total		\$	140,000
Program Description	Project	Program Total	% of budget		Project	Program Total	% of budget
Administration				Administration			
Staffing	Wages, benefits, employer expenses	\$244,500	37%	Staffing	Staff employer expenses	\$11,000	15%
Operations				Operations			
	Rent	\$8,400			Rent	\$2,400	
	Bank Fees	\$50					
	Phone	\$2,800					
	Office Supplies	\$1,500			Office Supplies	\$700	
	Postage & copies	\$2,500			Postage & copies	\$800	
	Audit - City of Kalispell	\$2,000					
	Audit - Chamber	\$3,000			Audit - Chamber	\$1,500	
	Accounting services	\$3,000			Accounting services	\$2,500	
	City of Kalispell Assessment Fee	\$5,000					
	Travel & entertainment expenses	\$2,000					
	Tech support	\$800			Tech support	\$300	
	Equipment, software, furniture (purchase)	\$1,000			Equipment, software & furniture (purchase)	\$1,000	
	Annual meeting	\$2,000			Miscellaneous	\$1,400	
	TBID Directors & Officers Insurance	\$1,250					
Marketing Support				Marketing Support			
	Smith Travel Reports	\$6,700			TAC/Gov Conf	\$800	42%
	Organizational Memberships	\$4,000			VIC staff - year round	\$36,000	
	Training and Education	\$3,000			seasonal	\$3,400	
	Research	\$6,000			Opportunity marketing	\$3,000	
					Outreach	\$1,000	
	Grant Program	\$15,000			Wayfinding	\$4,000	
	Creative Agency Services	\$40,000			Joint Ventures	\$10,000	
	Ares	\$6,000					
Website				Website			
	Maintenance and enhancements	\$15,000	5%			\$ -	
	Website marketing (SEM-SEO)	\$20,000					
Fulfillment				Fulfillment			
		\$ -				\$4,300	3%
					Phone (800 line)	\$100	
					Postage	\$4,000	
					Supplies	\$200	
Consumer Marketing				Consumer Marketing			
		\$75,500	11%			\$31,900	23%
	Photo and video library	\$5,000			Photo and video library	\$2,000	
	Social Media administration	\$8,000			Social Media administration	\$2,000	
	Media buy: print, digital, multi-media	\$42,000			Media buy: Print, digital, multi-media	\$23,500	
	Travel show attendance	\$5,000			Travel show attendance	\$2,400	
	Trade show booth display	\$2,000			Printed Collateral	\$2,000	
	Airport visitor display	\$1,500					
	EMarketing	\$4,000					
	Travel guide and niche brochures	\$8,000					
Events and Sports -Operations and Promotion				Events & Sports Promotion			
		\$55,000	8%			\$2,000	1%
	Spartan Race	\$30,000			Event Promotion - press/media	\$1,000	
	Winter event	\$25,000			Event Promotion - print, digital, multi-media	\$1,000	
Groups and M&C				Group and M&C			
		\$89,000	13%			\$22,000	16%
	Meeting Planner Shows	\$20,000			Media buy: Print, digital, multi-media	\$10,000	
	Meeting Planner FAM	\$17,000			Group Marketing Personnel	\$12,000	
	M&C and Group incentive program	\$18,000					
	Media buy: print, digital, multi-media	\$16,000					
	EMarketing	\$4,000					
	Group photo and video library	\$2,000					
	M&C collateral	\$2,000					
	Customer Relationship Mgmt System	\$6,000					
	M&C memberships	\$1,000					
	Sales calls	\$3,000					
Publicity				Publicity			
		\$53,000	8%			\$ -	
	Travel media press trips/FAM	\$13,000					
	Proactive & reactive PR	\$35,000					
	Kalispell branded merchandise	\$5,000					
TOTAL				TOTAL			
		\$ 668,000	100%			\$ 140,000	100%