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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 **Withdraw** changes the status of the application to Withdrawn and removes the app from the evaluation process.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
[Map](#) | [Print to PDF](#) | [Negotiation](#) | [Annotations\(0\)](#) | [Versions](#) | [Feedback](#) | [Withdraw](#)
15254 - FY15 Region/CVB Marketing Plan - Final
16752 - FY15 Whitefish CVB Marketing Plan
DOC Office of Tourism
Status: Under Review

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Organization Information
Name:* Whitefish Convention and Visitors Bureau, Inc.

Organization Type: Non-Profit Organization

Organization Website: www.explorewwhitefish.com
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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?

PURPOSE OF THIS MARKETING PLAN

The purpose of the Whitefish CVB Marketing Plan is to enhance the economy of Whitefish by emphasizing its desirability as a travel and recreation destination to visitors who appreciate and respect the character of the place. Our mission is to build a high level of visibility and increase our name recognition as a premier year-round mountain town. Established by the City of Whitefish, the WCVB is the officially designated organization charged with tourism promotion and marketing of Whitefish. The organization also provides critical support for visitor information services, travel infrastructure development, market research and public relations.

ABOUT WHITEFISH, MONTANA

Whitefish, Montana is an authentic mountain town located in the northern Rockies, home to some of the world's most beautiful mountains and spectacular, unspoiled nature. Just 25 miles from Glacier National Park, Whitefish offers close access to the hanging valleys and emerald peaks of this World Heritage Site. Summer season has historically been the busy (high season) for Whitefish, with the nearby world-famous Glacier National Park as a key draw. Whitefish Lake, sitting at the edge of town, has also been a popular warm season draw. Research also indicates that visitors are attracted to Whitefish because of the distinctive and inviting qualities of the town's downtown and Central Avenue district. Increasingly, visitation includes those who come to Whitefish without any particular activity as a prime motivation, other than to spend time enjoying the various shops, restaurants and gallery options of the town's eminently walkable downtown core.

The world-class slopes and facilities of Whitefish Mountain Resort serve as a key driver for winter visitation to Whitefish. The relationship between the mountain resort and the town of Whitefish is symbiotic, especially as skiing- centric vacations have evolved increasingly into winter vacations where some in the traveling party are not skiing or snowboarding participants—rather, they enjoy the many other winter amenities in and around Whitefish. As a result, improving and enhancing the connectivity of the mountain and the town experience helps improve the economic outcomes of both and improves the overall visitor experience as well. Whitefish Mountain Resort summer activities have expanded considerably over the last several years, improving the summertime vitality of the mountain resort experience as well as enhancing the overall attraction of Whitefish as the preferred place to base a northwest Montana and Glacier National Park region vacation.

WHITEFISH, MONTANA AND THE MONTANA BRAND

Whitefish aligns perfectly with the Montana Brand pillars. In all our ads and collateral we serve up beautiful high resolution photos of the scenic beauty, our pristine lake and the incredible nature that surrounds us. Photos of our iconic downtown are an important part of all our collateral. Visitors are very attracted to our downtown and it is a primary economic driver for the town. In addition, we try to counter the preconceived notions that Montana is remote and does not have adequate facilities by showcasing the beautiful lodging and incredible dining that can be found here. Exhilaration by day and comfort by night truly defines us.

While the incredible scenic and wild landscapes that surround Whitefish are a key and compelling inspiration to travel to Whitefish, these landscapes are placed in the context of hospitality. The broad majority of travelers are intimidated by wildness without the tempering possibility of civilization. Beyond the adventure of wilderness by day, they want a good place to eat and comfortable place to sleep. This context is central to the Whitefish experience and also communicated in our marketing efforts.

STRENGTHS AND CHALLENGES OF WHITEFISH RELATIVE TO OTHER DESTINATION MOUNTAIN TOWNS

STRENGTHS

- Whitefish aligns perfectly with the three Montana Brand platform statements
 - More spectacular unspoiled nature than anywhere else in the lower 48
 - Vibrant and charming small towns that serve as gateways to our natural wonders
 - Breathtaking experiences by day and relaxing hospitality at night
- Proximity to Glacier National Park — Travel forecasts have predicted an increase in U.S. travelers expressing an interest in visiting a U.S. national park. In addition, the significant name recognition that Glacier National Park holds among North American and international travelers provides an advantage to “putting Whitefish on the map” for potential visitors.
- Central Avenue Whitefish and the alluring character of the town’s built structures — Research indicates that visitors are attracted to the character and scale of Whitefish, especially the town’s Central Avenue district. These are attributes that form the foundation of the town’s appeal to visitors who stay in, or around the community, eat at the town’s various restaurants, and shop at local stores. Additional amenities such as pedestrian friendly sidewalks, miles of trails and ability to see the night’s sky all add to the Whitefish character.
- Access to recreational activities — A wide variety of recreational opportunities in and around Whitefish is a major draw for visitors. These include Whitefish Lake, Whitefish Mountain Resort, as well as the trails, rivers and scenic roadways in and around Glacier National Park.

CHALLENGES

- Limited Transportation Infrastructure — Public transportation options and visitor infrastructure services in and around Whitefish are fewer than those provided at competitor destinations.
- Uncertain Weather — Fire, low snow levels and other natural crises affect travel patterns and willingness to travel.
- Market Perception — Research performed by the Montana Office of Tourism in key destination markets reveals that Montana is perceived to offer lower quality amenities and services to visitors. While Montanans are perceived as being friendly, it should be distinguished that this friendliness does not automatically translate into a guest’s perception of a high level of service.
- Lack of Competitive Pricing for Air Access and Limited Seats — When compared to mountain communities with which Whitefish competes for destination visitors, airline seats to Whitefish are limited, with fewer flights, limited markets and are priced considerably higher. Within the state, nonresident arrivals at Glacier Park International Airport (140,000 in 2012) trail Missoula and are far behind those of Billings and Bozeman (See Appendix).
- Highly Seasonal Visitation Patterns — Visitation patterns to Whitefish are highly seasonal with the majority of visitation occurring during the high demand months of July and August. This seasonality impacts the operating effectiveness of Whitefish businesses that must accommodate highly volatile demand swings.
- The Going-to-the-Sun Road – Both the snowpack and budget cuts in recent years have delayed the opening of the Going-to-the-Sun Road, which is the most popular attraction in Glacier National Park. The Going-to-the-Sun Road has also been forced to close early in recent years due to road construction. The Whitefish summer tourism season is directly tied to the opening and closing dates and has been hurt by the delayed openings and early closures.

Optional: Include attachments here [FY15 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 FUNNEL: INSPIRATION, ORIENTATION, FACILITATION

The overall vision for Whitefish is to have integrated communication throughout the travel planning funnel:

INSPIRATION > ORIENTATION > FACILITATION

Inspiration. At the highest levels of communication, the Whitefish CVB leverages the State branding guidelines in its selection of imagery and development of creative content, while applying its own Whitefish spin on things. We want to foster an emotional connection with this combination of imagery and creative content so that the viewer will move forward with the primary call to action, which is to visit ExploreWhitefish.com.

Orientation. Orientation to new opportunities is facilitated through interactive maps within the Explore Whitefish site, as well as companion maps within the Travel Guide and a printed map available for visitors at kiosks, travel shows or visitor centers. There is a consistent look between the maps available online, through the Travel Guide and on the Visitor Information Kiosks. Depending on the method of communication, the location of Whitefish within the state, or its proximity to other points of interest in the region is detailed.

Facilitation. Facilitation (connecting users with stakeholder businesses) is achieved by empowering individual businesses with the capacity to create and maintain business information, specials, packages, video and events that are displayed at www.ExploreWhitefish.com and a companion mobile app that visitors can download for either Android or iPhone. The app is promoted to visitors via the website, at QR codes on printed materials and also at visitor information kiosks. In addition, a printed town locator map is made available at local visitor information kiosks, visitor information centers and business locations throughout the town and key distributions points together with a local travel guide.

Optional: Include attachments here.

3. Who is your market?

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

KEY MARKETS FOR WHITEFISH, MONTANA

Our potential visitors are targeted by geographic location, demographic characteristics, and values that distinguish a potential visitor as a "geotraveler" (as defined by research conducted by ITRR, the Travel Industry Association of America (TIA) and the National Geographic Society). The following section provides information on the distinguishing characteristics of our geotraveler along with our core and emerging geographic markets.

GEOTRAVELERS

Geotourism is defined as tourism that sustains or enhances the geographic character of the place being visited including its environment, culture, heritage, landmarks and the well-being of its residents. According to the ITRR study, *Statewide Vacationers to Montana: Are They Geotravellers*, the strong geotraveler spent the most money per day while traveling in Montana (\$141.79) followed by the moderate geotraveler (\$134.10) and the non geotraveler vacationer spent (\$133.27). Visitors who agreed with the principles of geotourism spend more money per day while traveling in Montana than non-geotravellers.

Geotravellers are high-value, low impact visitors who appreciate the unique characteristics, eccentricities, and natural values of the places they visit. They place high value on authentic travel experiences that respect and support the local character of place and its environment, and are less likely to become discouraged in their travel experiences by travel distances, difficulties and vagaries of weather.

Income — HHI of \$50,000+ Education: Bachelors' degree+ Age: 25-64

Values — Creative, curious, connected, engaged, adventurous, independent, mindful.

Source: Geotraveler Exploratory, December 2008.

Attitudes — Immerse yourself in the culture, go off the beaten trail, get out of your comfort zone, allow for spontaneity, take a risk, pay attention, go now.

- A segment of the U.S. total travel market estimated to include over 55 million people.
- They seek authenticity in travel experiences.
- They seek out opportunities to experience businesses and activities that are locally unique.
- Travel is an important part of their "lifestyle" and they often combine learning with travel.
- They are more likely to be aware of their own impact, both environmental and community, on the places they are visiting.

Source: Geotraveler Exploratory 2008.

NON-RESIDENT VISITOR CHARACTERISTICS

- Over 84% visited Glacier National Park
- 58% traveled as a pair (2 persons)
- Average group size was 2.5
- 41% have HHI (Household Income) above \$100,000
- 41% were Female
- 19% were first time visitors
- 45% were 55-64

Sources: 2013 ITRR: Flathead County-specific interviews, Non Resident Visitor Info

WHERE OUT-OF-STATE VISITORS TO WHITEFISH PRIMARILY COME FROM

- 21% Alberta (predominately southern Alberta and Calgary region)
- 11% Washington State (predominately west coast Puget Sound region)
- 6% Minnesota (predominately Minneapolis region)
- 6% British Columbia, Canada
- 4% Colorado
- 3% California (no singular concentration)
- 55% Everywhere else in the U.S. and the world (without any regular pattern, who live further away in urban areas including Portland, Los Angeles, Phoenix, New York/ New Jersey, Chicago, Washington DC and have an interest in national parks and wilderness).

Source: 2013 ITRR: Flathead County-specific interviews, Non Resident Visitor Info

CORE GEOGRAPHIC MARKETS FOR FOCUS

The WCVB will focus its attention during this fiscal period on potential visitors who match the Geotourism profile in the following geographic markets. It is possible that opportunities will arise in additional markets in partnership with other tourism organizations, such as the Montana Office of Tourism. In these instances, the WCVB may extend its efforts beyond these core focus markets.

- Seattle, Washington (Puget Sound Area)
- Minneapolis, Minnesota
- Alberta including Calgary and other provinces
- Regional Drive-To

b. What are your emerging markets?

EMERGING MARKETS

- Portland, Oregon — Whitefish began marketing efforts in this area three years ago and now a new direct flight is being introduced.
- San Francisco/Oakland – due to competitive airfares
- Chicagoland (Chicago core and northern suburbs to Madison, Wisconsin)

c. What research supports your target marketing?

Research conducted by the Institute for Tourism and Recreation Research at the University of Montana as well as the Travel Industry Association of America (TIA) and the National Geographic Society are referenced in question 3a and can be found under Miscellaneous Attachments.

Optional: Include attachment here.

4. Overall Goals

MARKETING PLAN GOALS

- Establish our identity and presence of Whitefish, Montana in the marketplace as a destination for active experience-seeking travelers.
- Encourage destination visitation from the core and emerging markets.
- Aggressively showcase Whitefish's varied winter sports opportunities.
- Showcase special events to encourage visitation from regional drive markets during shoulder seasons.
- Entice Glacier National Park visitors to spend a few extra days in Whitefish because of all of Whitefish's "natural," cultural, and culinary advantages.
- Improve shoulder seasons with golf, fly fishing, bicycling, water sports, performing arts, culinary experiences, community events, fall foliage, birding, wildlife viewing, and horseback riding.
- Stimulate the publication of feature stories in national and regional magazines, major metropolitan newspapers, broadcast media, and news media.
- Encourage corporate retreats, medical tourism and sporting events. Improve meeting and convention market year-round.
- Assist in the pursuit of new airline market to improve access, ease and affordability travel.
- Increase occupancy for lodging facilities.
- Sustainably grow the economy of Whitefish.

Optional: Include attachments here.

5. Cooperative Opportunities

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

MTOT COOPERATIVE MARKETING

The WCVB has actively participated in the past and anticipates participating in the future in a variety of cooperative marketing programs with the Montana Office of Tourism (MTOT). WCVB participation in MTOT marketing programs in the past have primarily centered around spring, fall or winter campaigns. Winter MTOT cooperative campaigns that focused on the destination ski market have been of particular interest to the WCVB. Spring and Autumn cooperative campaigns that are focused on the active outdoors traveler within our core geographic markets have also been of particular interest.

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

OTHER COOPERATIVE MARKETING EFFORTS (AIRLINE, AMTRAK, REGIONAL SKI HILLS)

The WCVB actively cooperates with the Whitefish Mountain Resort and Amtrak on many specific marketing initiatives or campaigns. We are interested in exploring expanded cooperative marketing opportunities with airlines, local and regional ski hill operators in the Midwest, and Glacier Country media events.

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

PAST COOPERATIVE MARKETING EFFORTS (SUCCESSFUL AND NOT SUCCESSFUL, WHY?)

The WCVB has engaged in many cooperative marketing initiatives with the Montana Office of Tourism in the past. These initiatives have been measured separately by the WCVB through independent ad tracking. We have made adjustments to future participation based on previous tracking. We have found the most success in MTOT cooperative efforts that are aligned with our primary seasonal and geographic targets, and include the opportunity to provide fulfillment on responses.

Last year we put about 61% of our total public budget and 14% of our private funds into Montana Office of Tourism cooperative marketing offerings.

Optional: Include attachments here.

Include pie chart here.

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 Attchmnts
			<p>Our consumer advertising is based around visitation in our shoulder seasons and our strategy is broken out into the three following categories: Autumn, Winter, and Spring & Early Summer. We advertise on websites in our stated target markets as well as nationally through cooperative opportunities with the Montana Office of Tourism.</p> <p>AUTUMN</p> <p>DEMOGRAPHICS</p> <p>The target audiences for this time period are those who do not have kids in school. This primarily means dual- income, no-kids and those 45 and older with HH income over \$75,000</p>	SUPPORTING RESEARCH & STATISTICS	<p>RATIONALE</p> <p>AUTUMN</p> <p>Occupancy history in Whitefish shows that during the period of July through August the town is at or very near 100% capacity. From late August into mid-September, occupancy levels are still</p>					

			<p>PSYCHOGRAPHICS</p> <p>Travelers seeking active experiences such as biking, horseback riding, paddling, and hiking. Casual experiences such as dining and shopping are also considered primary autumn activities for Whitefish. This means traveling to the town primarily for the purpose of relaxing, strolling the streets and shops and trying out great dining and nightlife options.</p> <p>GEOGRAPHIC AUDIENCE</p> <p>Seattle and Portland, Regional Drive-To</p> <p>WINTER</p> <p>DEMOGRAPHICS</p> <p>Skiers and Snowboard activity participants with household incomes of \$75,000 or greater. Overall the percentage of the population that are active skiers or snowboarders is approximately 7% of the US population (SIA 2012 Participation Report). That means we are targeting a relatively small percentage of the population and can most efficiently reach this target through niche channels.</p> <p>PSYCHOGRAPHICS</p> <p>We apply largely the same geotravel profile to the ski market. While not all skiers and snowboarders fall within the geotraveler psychographic, we find that those with experiential preferences for authentic travel are more likely to appreciate and enjoy Whitefish and then return again in subsequent years. It is important that we acquire new, repeat customers, not</p>	<p>AUTUMN, SPRING & EARLY SUMMER</p> <p>Seattle and the Puget Sound area have been historically strong markets for Whitefish. Portland has been an emerging market and we have increased investment in this region. The existence of the Amtrak train route has made this connection logical, but the initiation of a direct flight on Alaska Air/Horizon has increased the possibilities of this market. Due to time/service issues with Amtrak (as a result of oil trains on the Empire Builder Route), we are looking to initiate marketing partnerships with Horizon/Alaska in similar ways to our partnerships with Amtrak.</p> <ul style="list-style-type: none"> ● Value of fly-in vs. drive-in customer types: Not all visitors are alike. The same is true of their economic impact to Whitefish. Research by the ITRR indicates that Whitefish visitors from locations more than 300 miles away, who typically travel via airlines, spend considerably more money per day than visitors who travel by car. A total of 21% flew on a portion of their trip to Whitefish in 2013. ● Fly-in visitors: \$2,240 per trip average fly-in (excluding airfare); \$350 per day per party ● Difference: \$1,387 in 	<p>strong, but begin to wane. The objective is to extend the peak season and grow occupancy and business levels in the autumn for the time period of mid-September to the end of October. The approach for this time period is to develop and communicate narratives for adventures, activities, fall events, and specific reasons for visiting Whitefish during these time periods that cannot be experienced if Whitefish were visited another time. The WCVB has allocated 20% of its overall consumer advertising budgets to autumn marketing efforts.</p> <p>WINTER</p> <p>Whitefish offers a world-class ski and snowboarding experience, including unique winter events, yet destination visitation to the town is still significantly lower than mid-summer high occupancy season. As a result, the WCVB has allocated 60% of its overall consumer advertising budgets to winter ski marketing efforts. These efforts also seek to focus business within a specific subset of the</p>	<p>MEASURING SUCCESS</p> <p>AUTUMN</p> <ul style="list-style-type: none"> ● Click-through-Ratio to Subscriber Offer: Specific landing page resolution. ● Bed Tax Collections for 3rd and 4th quarters (July – December). <p>WINTER</p> <ul style="list-style-type: none"> ● Click-through-Ratio to Subscriber Offer: Specific landing page resolution. ● Bed Tax Collections for 4th and 1st quarters (October – March). <p>SPRING & EARLY SUMMER</p> <ul style="list-style-type: none"> ● Click-through-Ratio to Subscriber Offer: Specific landing page 	<p>\$39,500.00</p>	<p>Yes</p>
<p>Consumer</p>	<p>Online/Digital Advertising</p>	<p>Yes</p>						

simply attract one-time visitors who are not a good fit for the Whitefish experience and as a result will not likely return.

GEOGRAPHIC AUDIENCE

We are interested in US national communication opportunities, although often focus our efforts within the Seattle, Portland, Minneapolis and Chicago metro areas. Regional drive-to markets are also a target.

SPRING & EARLY SUMMER

DEMOGRAPHICS

The target audiences for this time period are those who do not have kids in school. This primarily means dual- income, no-kids and those 45 and older with HH income over \$75,000

PSYCHOGRAPHICS

Travelers seeking active experiences such as biking, horseback riding, paddling, and hiking. Casual experiences such as dining and shopping are also considered primary spring/early summer activities for Whitefish. This means traveling to the town primarily for the purpose of relaxing, strolling the streets and shops and trying out great dining and nightlife options.

GEOGRAPHIC AUDIENCE

Seattle and Portland. These audiences are closer-in and can make a decision to travel within a shorter timeframe.

additional spending per fly-in visitor (Source: ITRR). Based on these metrics, the additional \$1,387 in additional average spending per fly-in visitor provides additional margin in the cost of customer acquisition.

WINTER

Overall the percentage of the population that are active skiers or snowboarders is approximately 7% of the US population (SIA 2012 Participation Report). Our efforts are focused on niche communication channels with additional priority on our core metro markets of Seattle, Portland, Minneapolis, Chicago and Calgary.

overall season, January to early February, historically a time period on the overall ski season with generally lower business levels.

SPRING & EARLY SUMMER

The objective is to begin the visitor season earlier and grow occupancy and business levels in the spring and early summer for the time period of May and June. The approach for this time period is to develop and communicate narratives for adventures, activities and specific reasons for visiting Whitefish during these time periods that cannot be experienced if Whitefish were visited another time. The WCVB has allocated 20% of its overall consumer advertising budgets to spring and early summer marketing efforts.

resolution.

- Bed Tax Collections for 2nd quarter (April – June).

Our consumer advertising is based around visitation in our shoulder seasons and our strategy is broken

MEASURING SUCCESS

Consumer	Photo/Video Library	No	<p>out into the three following categories: Autumn, Winter, and Spring & Early Summer. For both our online and print campaigns for each season, we purchase the rights to photos and video content for use in our consumer advertising. The photo and video content chosen for purchase are in alignment with the geotaveler and other demographic and psychographic profiles that have been outlined for Whitefish.</p>		<p>RATIONALE</p> <p>Compelling photo and video content are vital to the success of our online and print campaigns. We utilize local photographers as much as possible because of their knowledge of our tourism products.</p>	<p>Although one hundred percent of the success of our online and print campaigns cannot be attributed to the purchase of appropriate and vibrant photo and video content, this does play a significant role in our success. Therefore, we use the same measurements as we do for our online and print campaigns.</p>		\$5,000.00	Yes	
			<p>Our consumer advertising is based around visitation in our shoulder seasons and our strategy is broken out into the three following categories: Autumn, Winter, and Spring & Early Summer. We advertise in publications within our target markets with alignment to the geotraveler and other demographic profiles that have been outlined for Whitefish. Print opportunities, especially in cooperation with the Montana Office of Tourism in national active travel specific media channels, are also pursued.</p> <p>AUTUMN</p> <p>DEMOGRAPHICS</p> <p>The target audiences for this time period are those who do not have kids in school. This primarily means dual- income, no-kids and those 45 and older with HH income over \$75,000</p> <p>PSYCHOGRAPHICS</p> <p>Travelers seeking active experiences such as biking, horseback riding,</p>	<p>SUPPORTING RESEARCH & STATISTICS</p> <p>AUTUMN, SPRING & EARLY SUMMER</p> <p>Seattle and the Puget Sound area have been historically strong markets for Whitefish. Portland has been an emerging</p>	<p>RATIONALE</p> <p>AUTUMN</p> <p>Occupancy history in Whitefish shows that during the period of July through August the town is at or very near 100% capacity. From late August into mid-September, occupancy levels are still strong, but begin to wane. The objective is to extend the peak season and grow occupancy and business levels in the autumn for the time</p>					

Consumer	Print Advertising	Yes	<p>paddling, and hiking. Casual experiences such as dining and shopping are also considered primary autumn activities for Whitefish. This means traveling to the town primarily for the purpose of relaxing, strolling the streets and shops and trying out great dining and nightlife options.</p> <p>GEOGRAPHIC AUDIENCE</p> <p>Seattle and Portland, Regional Drive-To</p> <p>WINTER</p> <p>DEMOGRAPHICS</p> <p>Skiers and Snowboard activity participants with household incomes of \$75,000 or greater. Overall the percentage of the population that are active skiers or snowboarders is approximately 7% of the US population (SIA 2012 Participation Report). That means we are targeting a relatively small percentage of the population and can most efficiently reach this target through niche channels.</p> <p>PSYCHOGRAPHICS</p> <p>We apply largely the same geotravel profile to the ski market. While not all skiers and snowboarders fall within the geotraveler psychographic, we find that those with experiential preferences for authentic travel are more likely to appreciate and enjoy Whitefish and then return again in subsequent years. It is important that we acquire new, repeat customers, not simply attract one-time visitors who are not a good fit for the Whitefish experience and as a result will not likely return.</p>	<p>market and we have increased investment in this region. The existence of the Amtrak train route has made this connection logical, but the initiation of a direct flight on Alaska Air/Horizon has increased the possibilities of this market. Due to time/service issues with Amtrak (as a result of oil trains on the Empire Builder Route), we are looking to initiate marketing partnerships with Horizon/Alaska in similar ways to our partnerships with Amtrak.</p> <ul style="list-style-type: none"> • Value of fly-in vs. drive-in customer types: Not all visitors are alike. The same is true of their economic impact to Whitefish. Research by the ITRR indicates that Whitefish visitors from locations more than 300 miles away, who typically travel via airlines, spend considerably more money per day than visitors who travel by car. A total of 21% flew on a portion of their trip to Whitefish in 2013. • Fly-in visitors: \$2,240 per trip average fly-in (excluding airfare); \$350 per day per party • Difference: \$1,387 in additional spending per fly-in visitor (Source: ITRR). Based on these metrics, the additional \$1,387 in 	<p>period of mid-September to the end of October. The approach for this time period is to develop and communicate narratives for adventures, activities, fall events, and specific reasons for visiting Whitefish during these time periods that cannot be experienced if Whitefish were visited another time. The WCVB has allocated 20% of its overall consumer advertising budgets to autumn marketing efforts.</p> <p>WINTER</p> <p>Whitefish offers a world-class ski and snowboarding experience, including unique winter events, yet destination visitation to the town is still significantly lower than mid-summer high occupancy season. As a result, the WCVB has allocated 60% of its overall consumer advertising budgets to winter ski marketing efforts. These efforts also seek to focus business within a specific subset of the overall season, January to early February, historically a time period on the overall ski season with generally lower business levels.</p>	<p>MEASURING SUCCESS</p> <p>AUTUMN</p> <ul style="list-style-type: none"> • Leads generated from a specific publication followed by the number of response cards mailed out. • Bed Tax Collections for 3rd and 4th quarters (July – December). <p>WINTER</p> <ul style="list-style-type: none"> • Leads generated from a specific publication followed by the number of response cards mailed out. • Bed Tax Collections for 4th and 1st quarters (October – March). <p>SPRING & EARLY SUMMER</p> <ul style="list-style-type: none"> • Leads generated from a specific publication followed by the number of response cards mailed out. • Bed Tax Collections for 2nd quarter 	\$32,050.00	Yes
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		<p>In order for the WCVB to effectively and strategically operate, the organization has set aside a budget to support the marketing efforts of the organization. First and foremost, we require</p>							

Marketing Support	Administration	No	administrative support for staff and business expenses. Previously, we have used these public funds to pay for insurance, supplies, rent, accounting fees, and a portion of director wages.					\$20,000.00	Yes	
Marketing Support	Opportunity Marketing	No	In order for the WCVB to effectively and strategically operate, the organization has set aside a budget to support the marketing efforts of the organization. Throughout the year, new marketing opportunities present themselves that were not specifically budgeted for. Money is therefore set aside to examine these opportunities and potentially act upon them if they are in line with our marketing strategy.					\$1,600.00	Yes	
					The WCVB sponsors the Montana Superhost Customer Service Program each spring and offers training at no charge to frontline staff, managers, owners and engaged community members about the importance of customer service in delivering quality visitor experiences that not only satisfy customer needs, but instill a desire for repeat visitation. As we spend the majority of our budget on promoting Whitefish, it is important for us to invest in this type of training					

Marketing Support	Superhost	No	<p>In order for the WCVB to effectively and strategically operate, the organization has set aside a budget to support the marketing efforts of the organization. This includes funding for the Montana Superhost Customer Service Program.</p>		<p>to ensure a quality on-the-ground visitor experience.</p> <p>As a designated Montana Superhost community, Whitefish receives one free session per year. Due to the popularity of the program, as well as the importance that the WCVB places on the program, we offer an additional session to the community which we pay for. This second session also provides an opportunity for us to create a cooperative tourism expo event with the Whitefish Chamber of Commerce. Whitefish businesses are encouraged to set up booths following the Superhost session in order to provide information on activities and services to Superhost participants.</p>	<p>Success for this program is measured by the number of participants at our two Superhost sessions held in May and June.</p>		\$350.00	No	
Marketing Support	TAC/Governor's Conference meetings	No	<p>In order for the WCVB to effectively and strategically operate, the organization has set aside a budget to support the marketing efforts of the organization. The WCVB is required to attend all meetings of the Tourism Advisory Council (TAC) as well as the annual Governor's Conference on Tourism and Recreation. As these meetings take place all over the state, we require support for travel and expenses to attend.</p>					\$1,500.00	No	



Sample FY14 Fall Print Campaign



Sample FY14 Winter Print Campaign

Region/CVB Required Documents

File Name	Description	File Size
Applicant's Certificate of Compliance.pdf (250 KB)	Applicant's Certificate of Compliance	250 KB
Application For Lodging Tax Revenue.pdf (195 KB)	Application For Lodging Tax Revenue	195 KB
City Council Minutes_WCVB_4-7-14.pdf (85 KB)	Approval of FY15 Marketing Plan by Whitefish City Council	85 KB
Pledge of Understanding and Compliance.pdf (184 KB)	Pledge of Understanding and Compliance	184 KB

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