MONTANA’S BASECAMP FOR

Art AND Adventure

2020 Marketing Plan
July 1, 2019—June 30, 2020
EXEUCTIVE SUMMARY

Great Falls Montana Tourism is the Destination Management Organization [DMO] focused on promoting the city to overnight visitors. We will leverage the Montana Brand and use paid, owned, and earned media to orient overnight visitors to Great Falls’ unique spectacular unspoiled nature and the only in Great Falls breathtaking experiences that can be had by day, with the ability to come back to the relaxing hospitality of our community to renew their spirit for the next day. By developing trip ideas, itineraries around specific events, we will facilitate extended stays in Great Falls, a vibrant and charming small town full of art and modern amenities, prior to departing for adventures in more of Montana’s spectacular, unspoiled nature.

Great Falls Montana Tourism will work alongside the leaders at Cascade County and in the community to bring the Future of Montana ExpoPark into reality. We will incentivize the development of new events that will provide rave worth experiences for overnight visitors. We will encourage that sharing of positive content and experiences.

Our team is focused on strengthening the economy by promoting the uniqueness of Great Falls, Montana to overnight visitors that will result is Great Falls being THE place in Montana to visit for a genuine experience with the funding received in partnerships with our Great Falls lodging facilities.

SUCCESS

In July 2017 our unified marketing effort was launched with one tourism website, VisitGreatFallsMontana.org, and aggressive digital and social media placements being focused on our target markets, nationally and regionally. We saw the highest impressions in our history.

In September 2017 our Business Development Director started building relationships with meeting planners and submitting aggressive Great Falls focused responses to proposals, landing 8 projects to date.

Our leadership role alongside the Cascade County Commissioners to create a Multipurpose Event Center in Great Falls [Study in 2014] and keep Montana ExpoPark a thriving public asset has resulted in draft long-range master plan.

We consolidated our operations from 15 Overlook Dr into 100 1st Ave N, Lower Level Suite and reallocated this expense to recruiting meetings and conventions and marketing to overnight visitors.

All these strategic decisions have aided in a 15% increase in visitation in 2018. Room demand topped the highest point in 4 years, with 3.3% increase over 2017.

We have a refreshed strategic plan, a strategically aligned staff team, and a media partner that is working to leverage our paid media spend to produce maximum return. We anxiously look forward to the results we can produce in 2020!
VISION
Be THE place in Montana to visit for a genuine experience!

MISSION
Strengthen our economy by promoting the uniqueness of Great Falls, Montana to visitors.

VALUES
Authentic | Innovative | Bold | Accountable | Respectful | Passionate | Results Focused | Trust | United | Honest

PRIORITIES
Grow Tourism | Develop the Destination | Advocate for Tourism

INTENDED RESULTS
5% Increase in Overnight Visitation
2% Increase in New Overnight Visitors
5% Increase in Average Length of Stay
10% Increase in Average Daily Spend
6 New Conventions
25% Increase in Instagram Audience
20% Increase in Facebook Audience
STRATEGY
1 | Promote Great Falls to planners and coordinators of meetings and conventions that have events that will fill multiple properties for multiple days when room demand is at 70% or below.

TACTICS | Great Falls Montana Tourism will utilize a strategic sales funnel to process leads into confirmed business.

We will begin by making contact to facilitate education about Great Falls, Montana through strategic outreach which will include:

- EmpowerMINT+ Database Mining
- Hosted Buyer Events
- Bring it to the Basecamp Presentations

From there, we will qualify leads, convert into prospects and submit proposals that showcase innovative ideas and pre and post travel itineraries. Once the business is secured, we will service them with what we committed to, which can include:

- Building attendance for hosted business
- Connecting with local service providers and key leadership
- Fundraising support
- Assisting with securing room blocks

While in market, Great Falls Montana Tourism will provide hosted welcoming services, including digital agendas on our Visit Great Falls app, with the objective of assisting attendees with experiencing Great Falls, and encourage a return leisure trip. Upon completion, we will follow-up with thank you cards and surveys to determine satisfaction and attendance numbers.

Great Falls Montana Tourism will strategically deploy impact and recruitment incentives and familiarization tours to secure business.

Throughout the process, Great Falls Montana Tourism will maintain communications through our Bring it to the Basecamp emails that will continue to educate and inspire meeting planners to consider Great Falls as the location for their next project.

RESULTS | New Conventions; Increase in Overnight Visitation; Increase in New Overnight Visitors; Increase in Average Length of Stay; Increase in Average Daily Spend

STRATEGY 1 BUDGET | $146,200

2 | Increase overnight visitors year-round by promoting the uniqueness of Great Falls to leisure travelers.

TACTICS | Great Falls Montana Tourism will
utilize branded paid, owned and earned media, a printed and online guide to Great Falls, trade shows, and the www.VisitGreatFallsMontana.org website to inspire, orient, and facilitate an overnight traveler to the experiences available in Great Falls.

PAID MEDIA | We will use Banik to develop a results focused paid media plan that will rely heavily on digital placement, supplemented by print placements during key travel decisions months. Investment will be more focused to influence travel during late spring, summer and early fall. The Tourism Team will coordinate with Banik on the placement of any Montana Department of Tourism and Business Development led Join Venture opportunities.

COLLABORATIVE MARKETING | Great Falls Montana Tourism will work with Banik to develop marketing opportunities for our members to buy into that will promote their business and leverage the Basecamp Brand.

OWNED MEDIA | The Tourism Team will develop and implement an annual content calendar to inspire interested markets. We will use the following media with the current followers:

Facebook [6,606] Instagram [1,196]
YouTube [44] Basecamp Blog
Website Events Website Trip Ideas
LinkedIn Social Toaster [6]

These audiences choose to follow us. Posting content continually inspires them to travel to Great Falls. Growing these audiences increases the number of people who will be inspired to come to Great Falls. Asking these audiences to share and engage in our content increases the reach of our message.

We will send Adventure Awaits emails directly to our database of over 65,000 subscribers throughout the year.

EARNED MEDIA | We will continue to leverage the stories that are written about Great Falls, encourage stories to be written, as well as connect with newly stationed personnel at Malmstrom Airforce Base during monthly
briefings and other events that will connect base residents and their families with Great Falls.

TRADE SHOWS | This will be used to share the Basecamp story, gain insight from target markets and increase email lists with package giveaways. This tactic is resource intensive with staff time and booth costs. Great Falls Montana Tourism will consider only options in key target markets and look for partnerships.

RESULTS | Increase in Overnight Visitation; Increase in New Overnight Visitors; Increase in Average Length of Stay; Increase in Instagram Audience; Increase in Facebook Audience; Increase in Average Daily Spend

STRATEGY 2 BUDGET | $244,500

3 | Create events and experiences that position Great Falls competitively through Montana and the Northwest.

TACTICS | Great Falls Montana Tourism will use two different granting cycles to accept proposals from groups who are looking to create new events and grow events that align with our vision, mission and objectives.

WESTERN ART WEEK | This is a comprehensive signature event for our community, where we still have 20% capacity in room demand. Great Falls Montana Tourism will continue to take a lead role in promoting all the weeks activities through www.WesternArtWeek.com. We will collect details of each shows events and promote the week’s activities through paid, owned and earned media.

Great Falls Montana Tourism and 3 other groups produce a show guide. To reduce duplication, we will look to jury the selection of an official Western Art Week show guide that will utilize the Western Art Week branding.

GREAT FALLS MONTANA RESTAURANT WEEK | After it’s second year, this event has failed to gain traction in the local market and hasn’t resulted in room demand increases. We will look for a partner interested in taking the lead on this event, which we will support with paid, owned, and earned media.

RESULTS | Increase in Overnight Visitation; Increase in New Overnight Visitors; Increase in Average Length of Stay; Increase in Average Daily Spend; Increase in Instagram Audience; Increase in Facebook Audience

STRATEGY 3 BUDGET | $139,146

SUPPORT | We saw a 30% increase in website visitors with the launch of our new website in July 1, 2017. We will see another increase by the end of this year, however, need to continually improve our website to keep interest. We will make investments to keep our website relevant, fresh and updated.

Great Falls Montana Tourism will continue to make investments in fresh and new photos and videos to support all of our efforts.

We will utilize our general funds to take advantage of community promotion opportunities.

SUPPORT BUDGET | $21,200
PROCESS

Developing and growing the tourism effort is driven by market and consumer behavior research. This research ensures the delivery of a specifically crafted trip planning message during a critical stage of the consumer purchase process in targeted markets on specific platforms.

Knowing what activities visitors like to experience, how they make decisions, and how to help influence the decisions at each stage all form the cornerstones to Great Falls Montana Tourism’s marketing strategies.

Great Falls Montana Tourism invests in paid media placement, developing compelling content, and leveraging that content through owned media.

The Montana Department of Commerce’s Office of Tourism and Business Development makes significant investment to support the inspiration stage of the trip planning cycle. Great Falls Montana Tourism leverages that investment with joint marketing opportunities and focusing efforts on orienting.

As part of the orientation step of the trip planning process, Great Falls Montana Tourism provides infographics on direct flights, drive time, and distance from our target markets to support the message that making a trip to the city can be done in a day or less. That “getting here” message is supported by various trip ideas for weekend trips and weeklong vacations. One of our one-day trips shows how to spend a day in Great Falls before an evening concert – highlighting day hikes, kayaking, fishing, and shopping along with dining options to make a memorable time connected to an event.

THE BASECAMP BRAND

From every direction, Montana’s spectacular, unspoiled nature calls you closer – from two of America’s most amazing national parks, a short drive in either direction, to the miles of trails along the Missouri River and beyond, it is all accessible beginning right in Great Falls. It beckons you to discover Montana’s rugged and alluring outdoors freely with independence.

One of the greatest things about our community is we are welcoming, down-to-earth and proud of what we have. We are forward thinking and unapologetic about creating a future based on our potential. Great Falls is a place where you feel more independent, more liberated from conformity and convention. You are more free to pursue your passion, from outdoor recreation to embracing your inner artist.

It’s a place where you can be in the middle of an evolving and vibrant downtown life near the riverfront and yet never far from getting away from it all. If you look at life as a wonderful, ever-changing adventure (as we do), we invite you to come to a place where you can live it abundantly, celebrate your independence every single day.

Great Falls provides a basecamp for a wide range of outdoor adventures and offers a haven of rich arts, culture, and history in a vibrant, modern community where an expansive, unspoiled, diverse landscape renews one’s spirit!

1. We share the unique stories.
2. We keep it conversational.
3. We play up our diverse landscapes.
4. We show hospitality in our community.
5. We use dynamic images and videos.
6. We are consistent in our style.

VOICE | We use specific words to reinforce the attributes of our community. These words include:

- Independent
- Adventurous
- Innovative
- Tenacious
- Confident
- Loyal
- Resourceful
- Fun
- Courageous
- Potential
- Growth
- Refreshing
- Creative
- Focused
- Scenic
- Freedom
- Alluring
- Artistic
- Rugged
- Spirited
- Real
- Curiosity
- Genuine
- Open
- Breathtaking
- Authentic
- Vibrant
- Hospitable

TARGET MARKETS

LEISURE PROFILE | Our current overnight visitor to Great Falls is a couple who have been here before and drove here for vacation. They tend to be:

- 55-74 years old with $50,000 - $150,000 HHI

To attract new customers, we will target:

- 35-44 years old with $50,000—$150,000 HHI

We will use geographic, demographic, and psychographic targeting to market to current customers and attract new customers. Our psychographic groups are:

- Historian | Enjoys Lewis & Clark, Charlie Russell and the Plains Indians and the mark they each left on Great Falls.
- Moderate Adventurer | Enjoys getting out into nature to hike, watch wildlife, fish, bike, and kayak, but come back into Great Falls in the evening to enjoy the local brewery, a live performance, and a comfortable bed.
- Weekender | Comes to Great Falls for a specific event. These include festivals, performances, weddings, and sporting events.
- Active Family | Enjoys museums, and the vast collection of them here, the outdoor recreation, and the history.
- Bleisure | Arrives before or stay after business related travel to engage in leisure experiences.

Each profile helps us craft our message and where and how to place our owned and paid media.

LOCATION | Great Falls will target the following geographic locations.

- Seattle WA
- Denver CO
- Chicago IL
- Minneapolis MN
- Phoenix AZ
- Salt Lake City UT
- Bismarck ND

BUSINESS PROFILE | Great Falls Montana Tourism targets meeting planners with multi-day events for 250+ people in outdoor recreation, agriculture, arts, history, culture, or other areas of Great Falls’ competitive advantage.

LOCATION | The target will be meeting planners looking for locations in the Western United States, focusing in on the Northwest Region, and the Rocky Mountain Region of the Northwest.
ANALYSIS

The appeal of Montana’s spectacular, unspoiled nature inspires people to travel to the fourth largest state in the US and experience its over 100 vibrant and charming small towns that provide impressive outdoor experiences. As a result, Great Falls competes within the state, as well as the Northwest region and the nation to orient and facilitate the visitor to experience Montana’s Basecamp for Art & Adventure.

STRENGTHS

- Art | In the broadest sense of the term, Great Falls has art—from statues and murals on the river’s edge trail and downtown, to state parks and museums that capture our history and culture, to restaurants who source local food, to residents who create masterpieces on canvasses or using batik, and our entrepreneurs who create industry changing products. Great Falls is creative, innovative, and full of art.

- River | The Missouri River connects Great Falls’ history to the Plains Indians, Corp of Discovery, mining and electricity. Today it provides access to outdoor recreation, bird viewing, a path for scenic drives, and a backdrop for stunning photography.

- Basecamp | In about an hour or less from Great Falls, you can be in the Rocky Mountain Front and the greater Bob Marshall Wilderness Complex, Sluice Boxes State Park and the Little Belt Mountains, the Highwood Mountains, on Holter Lake, at Smith River, Sun River. And, just a little further in Glacier National Park.

- Malmstrom | 3,300 personnel, along with their families, are stationed in Great Falls’ air force base. The base itself draws national contractor business, and the personnel’s extended family come to visit.

- GTF | Our international airport is small and accessible, offering direct flights from Seattle, Denver, Las Vegas, Minneapolis, Phoenix, Salt Lake City, and seasonally to Chicago.

WEAKNESS

- Venues | Tried and true, our facility infrastructure is stable but suffers from deferred maintenance and lack of capital investment for industry demanding improvements.

- Impression | Immediate thoughts of Montana include mountains, roaming wildlife, and backpacking adventures, and Great Falls is a modern community on the Missouri River with an industrial history.

- Detractors | 34% of Great Falls residents hold a low-self image of and are negative about the community being a great place to visit.

OPPORTUNITIES

- I-15 Corridor | Great Falls is roughly halfway between Salt Lake City, Utah, and Edmonton, Alberta (via Highway 2 in Alberta, Canada). Through traffic provides a chance to convert travelers for experiences and events. 55% of travelers drive through Great Falls without spending a night.

- Air Service | United, Delta, Alaska, and Allegiant are great partners, however, there are opportunities to add carriers and direct flights.

- Events | Signature events give visitors a specific time to travel to Great Falls. We have room to add more.

- In-Market Experience | The Missouri River is
amazing; however, we are missing the opportunity to make it, and other experiences, easier to access. Great Falls can benefit from easy access equipment rentals, tour guides, facilitated experiences, and review worthy interactions.

THREATS

- **I-90/I-94 CORRIDOR** | This Montana route has larger communities with larger population bases, sees higher traffic counts, and has had more success in event routing than I-15.

- **Market Economy** | Volatility in the local economy of our target market communities can directly impact travel decisions.

- **Growth** | The success of peer and benchmark communities related to increased retail experiences and capital investments in infrastructure have increased their tourism budgets to attract more visitors, causing Great Falls to lag behind.

BENCHMARK COMMUNITIES
Billings MT | Missoula MT | Bozeman MT | Kalispell MT | Casper WY | Boise ID | Sioux Falls SD | Grand Forks ND | Bismarck ND

OVERNIGHT VISITOR HISTORY

Great Falls saw 1 million overnight visitors in 2018, a 15% increase over 2017. Alberta was unseated as the #1 location our overnight visitors came from, with our top 5 markets being:

- Washington 14%
- Alberta 13%
- Wyoming 7%
- Colorado 7%
- Arizona 6%

Our overnight visitors top 5 activities were:

- Scenic driving 58%
- Day hiking 33%
- Nature photography 32%
- Wildlife watching 27%
- Recreational shopping 26%

Alberta has historically been a strong recreational shopping market for Great Falls. With changes in the retail landscape nationally, the recreational shopping, and thus the number of Canadian travelers have been impacted.

The Business traveler continues to trail the Leisure Traveler, with only 16% of overnight visitors being here for a convention or meeting. We saw a jump in single overnight visitors to 36% and an increase to 3% of overnight visitors traveling with a business associate.

Our overnight visitors primarily arrive by vehicle (58%), however, air travel has increased over previous years and is now 23%, up 5% from last year. Spending has decreased 3%, from $204 million [2016] to $198 million [2017].

Repeat overnight visitors has increased 3% and new overnight visitors are still in decline, 1% over the past year, and 5% since 2016.

Room demand increased 3.3% in 2018 [STR], reaching its highest level in 4 years. We have seen an increase in room supply as well, resulting in occupancy (a percentage of demand over supply) being down.
GREAT FALLS, MONTANA

Great Falls is the 3rd largest city in the Nation’s 4th largest state. With 1 million residents in the State and just under 60,000 residents in the city, the open space appeals to residents and non-residents alike. Last year alone, 12 million people visited Montana, and 1 million spent a night in Great Falls.

Great Falls is Montana’s Basecamp for Art and Adventure. Designed for independent, outdoor adventurers and planners of meetings, Great Falls provides a true, authentic Montana experience. Our community sits on the banks of the Missouri River in the center of the State. Great Falls is a basecamp to the Rocky, Big Belt, Highwood, and Little Belt Mountain Ranges; each providing public access for a variety of outdoor recreation. It is also a basecamp to the Sun and Smith Rivers; Belt Creek, and Holter Lake; it is 2.5 hours south of the East entrance to Glacier National Park, and 3.5 hours north of the North Entrance to Yellowstone National Park. Great Falls’ access to a variety of outdoor adventures is complimented by a haven of rich arts, culture, and history in a vibrant, modern community where you can renew your spirit.

Great Falls is Montana’s Museum Capital. Famed Cowboy artist and humanitarian, Charlie Russell made Great Falls, Montana his basecamp and the museum that bears his name has the largest collection of Russell’s work, the complex has his studio and home, and The C.M. Russell Museum has been named Montana’s Museum worth driving for. The Lewis & Clark Interpretive Center has North America’s most extensive display of the Lewis & Clark expedition. First People’s Buffalo Jump is North America’s Largest and is a National Historic Landmark. The remaining museums in Great Falls celebrate our history, the life of Brother Van, modern artists, the railroad, the artwork of Sister Mary Trinitas Morin and Mother Raphael Schweda, the military missions at Malmstrom Air Force Base, and a hands-on Children’s Museum.

Great Falls becomes the Western Art Capital of the World for one week in March, in celebration of Charlie Russell’s birthday. This signature event brings in over 750 artists at 15+ shows for a variety of auctions, direct purchase, quick finishes, demonstrations, lectures, music and more.

Tourism is a critical driver of the Great Falls economy, accounting for 8% of the GDP. Businesses that make up the Tourism Industry account for 3,080 jobs and over $72 million in payroll locally. Tourism Industry businesses account for over $33 million in property taxes. Great Falls’ tourism industry accounts for 9% of Montana’s total overall tourism impact, and the State, the City and the Region’s tourism economy is driven by outdoor recreation.

ROOM INVENTORY

Great Falls will have 2,292 rooms available any given night across 30 properties beginning in July 2019. Our inventory by property is broke down by room capacity with:

- 17% with less than 30 Rooms
- 57% with 31—99 Rooms
- 27% with 100+ Rooms

Room demand had been in decline since 2015. We saw an increase in 2018, we are now moving in the right direction, however, we have a more work to do.
**2020 BUDGET**

Great Falls Montana Tourism was successful in renewing the Tourism Business Improvement District with an increase in assessments for properties with 30+ rooms. Additionally, room demand increases in the past year provided additional accommodations facility use tax funds to be available.

### Income

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<tbody>
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#### Trade Shows

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#### Website

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#### Community Promotion

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#### App

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#### Events

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### Total Expenses

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<td>Total Expenses</td>
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### Net Profit

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</tbody>
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VISIT
Great Falls
MONTANA

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Instagram | @VisitGreatFalls
YouTube | @GreatFallsMontanaTourism

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