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B2B

BUSINESS TO BUSINESS CONNECTION

SPRING 2018

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Small Business of the Year: Broadwater Hot Springs



..... plus

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Apprenticeships
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of Branding
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CEO MESSAGE

SPRING HAS FINALLY ARRIVED!



CATHY BURWELL

Welcome to the Spring Issue of the Chamber's B2B Magazine! I am happy to call it the **SPRING ISSUE** since we have just had the longest winter ever (it seems like) in Helena! I'm sure Mother Nature will hit us with some spring snow storms in April, maybe even May, but hopefully, we can start enjoying the outdoors soon!

In this issue, we took a look at business trends and one of the most noticeable is the trend of micro-breweries – with three very successful ones and two brand new ones! I think you will find their interviews interesting and admirable. Starting up a new business is risky and challenging – especially when you have to brew up enough product to even open your doors! Helena is definitely getting to be more “hip” and the breweries are definitely a part of that!

The Chamber is working on our goals for the year and the biggest goal is to make a difference in workforce development, specifically retention and recruitment of a skilled workforce.

We are attuned to the needs of our members and Helena's business community – and this is forefront to them. Look for some great new efforts in the coming months as we pull together resources and create new programs that will positively impact all of our businesses! A recent collaboration with Helena College and their Interim Dean Kirk Lacy is formulating a great workforce development effort that will bring great benefit to local businesses.

The Chamber's Wisdom Wednesday presentations have been very interesting and attendees are finding them very valuable and informative. They are the 2nd Wednesday of the month here at the chamber from 8-9:30 a.m. (Coffee and donuts provided!) Check out the Chamber calendar to see upcoming speakers and topics (by the way – these are free and a great benefit for being a member!).

Another reminder: If you have business cards or brochures you want in the chamber visitor center, drop them off at our offices – 225 Cruse Ave. Suite A! We are here to promote your business!

Have a great spring and summer!

CATHY BURWELL // PRESIDENT/CEO



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Ever-Growing

BREWWERIES

— IN HELENA —

BY DAVE PEPPER



BLACKFOOT RIVER BREWING

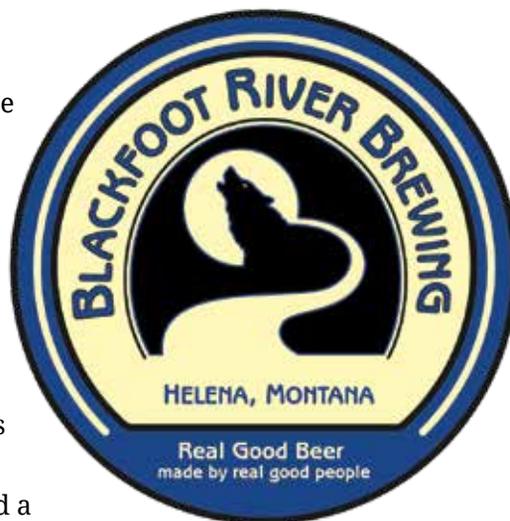
Blackfoot River Brewing, whose motto is “Real Good Beer by Real Good People” is about to celebrate its 20th year later this year, all of those on South Park near the library. It’s known among adults for its beer and among kids who tag along as the “popcorn store.” People can bring in outside food to eat while they drink, and with Miller’s Crossing and Bridge Pizza on either side, there is food readily available.

Blackfoot’s staff is Cicerone trained and certified, which is to beer as sommelier training is to wine. The servers are trained to help match a customer’s tastes with what’s on tap and serve it properly. There are monthly tastings for staff to keep them informed about what’s on tap and what’s coming up in rotation.

There are no TV’s on either of the two floors in the taproom. The point of coming to Blackfoot is to mix and mingle and hang out. You can watch TV at home. While you’re hanging out, you can try one of their wide varieties of beer—last year they brewed 47 different versions. They have a standard 7-8 beers that are always available, and a wide range of seasonal and experimental offerings. Ideas for new beers come from customers and staff. Three of their beers are certified organic.

The brewery’s location at the base of the Mt. Helena trail system gives it a unique vibe in the warmer months. Hikers and mountain bikers stop in after their outings to snack and relax. Many days, the bike rack out front is full. This vibe even draws in riders and hikers from out of town, who plan their outings around a stop at the taproom.

The brewery’s connections to the Helena community run deep. Every Monday is Community Monday, with \$1 of every glass sold going to a local charity. Since 2010, when this was begun, Blackfoot has raised \$183,000 for local groups. Further charitable giving is done through the Community Partnership Program; two or three times a year a local business teams with Blackfoot to brew a limited-edition beer, which is then sold to raise funds for a local charity.



LEWIS AND CLARK BREWERY

Max Pigman, owner of Lewis and Clark Brewery, has been part of the craft brewery business for 16 years, first in the basement of the Brewhouse on Euclid, and for the past 7 years in their location on Dodge Avenue, south of the tracks and west of Montana Avenue. That location has undergone a massive expansion in the past two years as they expand from a local brand to a regional one, with sales covering all of Montana and parts of Washington and Idaho.

Even with the regional expansion, Helena remains the anchor of the business. People's interest in local products, made with local ingredients, and in local businesses committed to improving their communities continues. Expanding connections with the larger Helena

community is central to Lewis and Clark's business model.

The brewery

staff works to give the taproom a friendly feel, a place where people of all types, even people who don't even drink, can have a good time. The goal is to have a place where doctors and carpenters can rub elbows and enjoy each other's company. Keeping people interested by offering a wide variety of styles and tastes is also vital. In addition to the regularly offered beers, the brewery brews a wide variety of seasonal and experimental beers that are only available for a few weeks, until they are sold out.

The visual and performance arts are an important part of these connections. Local artists display and sell their work without fees or commissions. This gives the brewery a rotating art display, and it gives artists exposure to a wider audience, who may never walk into a gallery. Two to three times a week, local, regional, and national musical acts appear, usually without a cover charge. Since 2011, over 700 different bands have



performed. Monday nights are open mic night, and Wednesday nights Cow Tipping Comedy performs improv comedy.

The community connections continue with raising money for local organizations. Tuesday night's Ales for Charity raises \$250-\$600 on average for a different charity every week. Each year, the brewery gives a total of \$20,000-\$25,000 to local groups.

SNOW HOP BREWERY

The fermentation tanks are bubbling away at Snow Hop Brewery as Helena's newest brewery prepares for a late winter/early spring opening.

Owners Barbie and Steve Edwards and brew master Becky Peppelman have been busy for nearly a year preparing their new brewery and taproom. Located on Barney Drive, just north of Custer off McHugh, it will be the



first on Helena's north side.

After 20 years of home brewing and selling brewing supplies at Rock Hand Hardware, Barbie and Steve decided to jump into the brewery business. They sold their house and started work on



a brewery and taproom. Even though theirs will be the fourth brewery in Helena (with a fifth opening later this year as well), they don't believe the Helena market is anywhere near the saturation point. Montana has gone from 8 breweries 20 years ago to around 70 now, and interest in craft beer is still growing.

Becky has been in the brewery business, from homebrew to the taproom to the brew room, for 13 years, with stints at Madison River in Belgrade and Blackfoot River in Helena. They have found the Helena brewery community to be incredibly supportive, receiving

lots of help from the other breweries in town.

As they prepare to open, they have some unique plans. Helena ceramic artist Emily Free Wilson has made one-of-a-kind mugs for the Mug Club. For \$100, mug club members will get a numbered mug for their personal use in the taproom and receive a discount of fifty cents off each twelve-ounce draft and one dollar off each growler, in addition to free beer on their birthdays.

They plan to start with five types of beer to anchor their business; an IPA, a Kolsch, an Amber, a



Vanilla Stout, and the fifth, well, that's a surprise. After getting those established, they plan to add three more taps in rotation, with seasonal and experimental beers offered for limited periods of time.



TEN MILE CREEK BREWERY

Ten Mile Creek Brewery, which calls itself a "Somewhat Organized Community," opened two and a half years ago on the lower end of the Walking Mall. Co-owner Riley Tubbs loves the location and sees the brewery as part of the effort of revitalizing the entire Walking Mall.

Ten Mile Creek is a small, 6-barrel brewery with 5 flagship beers always available and a wide variety of limited availability on-offs and unique styles of beer. Since opening, they have offered 48 different varieties of beer, with more new styles and tastes every month. In 2018, a new fun and experimental beer will be released

on the first Friday of every month. For those who want to hang out but not drink beer, they also brew their own Kombucha, a fermented tea drink.

The brewery aims to be family friendly, a place for adults and children to hang out and have a good time. There's a selection of toys and games for all ages to play with while they visit. Since the brewery is between The Big Dipper and The Parrot, it's common for families to bring in ice cream and candy for the kids while the adults get a drink.

Regular entertainment happens Thursdays from 5-8PM, with Tunes in the Taproom, with a wide



range of music offered over the course of a year. As the weather gets warmer, they will be offering events that take advantage of the Walking Mall. Last year's Fall Fest, with games and a pumpkin carving contest, was a great success.

BREWERIES CONTINUED ON PAGE 10

BREWERIES CONTINUED FROM PAGE 9

They work to give back to the community. Every Sunday there are two fundraising events. From 11AM-12PM is Down Dogs and Draughts, which draws up to 50

people a week. For \$10/person, with \$2 of that going to a local charity, the Loft Yoga Studio leads yoga, and every participant gets a pint of their choice afterwards.

From 5-8PM is Brew a Better Community Night, with \$1 of every pint sold going to another local organization.

CROOKED FURROW BREWING

Helena's brewery business shows new growth this year, with two brand new breweries opening within a few months of each other. Crooked Furrow Brewing partners David McKeever, Nick Diehl, and Mick Mondloch are hard at work getting Helena's latest craft brewery ready for a late spring/early summer opening. Nick and David have been homebrewing for years, and it was being introduced to Mick that was the catalyst that got them all thinking about going into the business. "It's all about the beer," they say. They want to share their enjoyment of craft beer with the community, and to expand their customers' palates.

Their location at 2801 North Roberts street, a block west of Sanders near Sportsman's Warehouse, is in the final stages of renovation. The brewing equipment was installed in mid-March, and the work on the taproom and the brewroom continues. The taproom will hold just under one hundred people, with plans on having outside

seating sometime in the future. The bar will have twelve taps, with four or five being used upon opening, and expanding their selection from there. Customer choice and taste will guide what the flagship offerings will be in the future. They have plans to introduce styles and varieties not seen in Helena before as they expand their offerings.

They plan to be brewing in April and hope to produce six hundred barrels of beer a year from their five barrel operation. They will be the only brewery in Helena with a reverse osmosis system for all the water used in brewing. This will allow them to customize the water, which is 95% of any beer, to each

individual beer's preference. For example, soft water is good for light beers, while hard water is better for the darker beers. This will also help guard against problems in quality as Helena switches water sources from Ten Mile Creek to the Missouri over the course of a year.



**SO MANY BEERS.
SO LITTLE TIME.**

MEET THE NEW EXECUTIVE DIRECTOR OF HBID/ DOWNTOWN HELENA INC.

BY DAWN ZEHR

There is no doubt that Micky Zurcher, Helena Business Improvement District's (HBID) new Executive Director, has hit the ground running. You may observe her boundless energy propelling her through the streets of downtown Helena in the coming weeks as she carries out her primary objective in her new role, which is to meet the business owners of Helena's downtown.

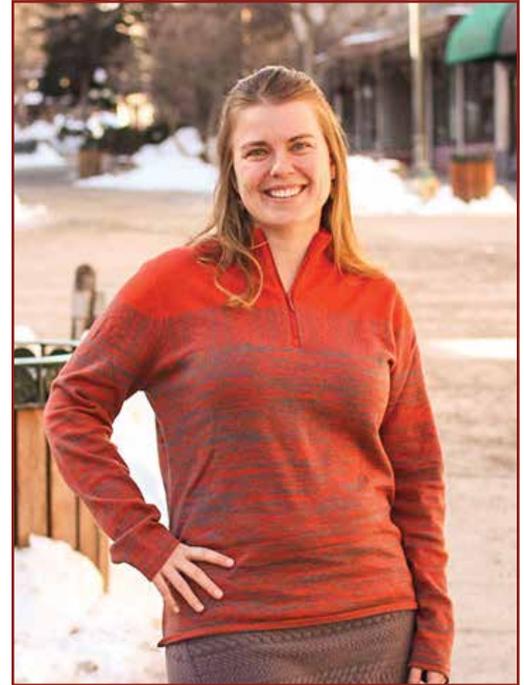
Micky Zurcher is a native of Bottineau County, North Dakota, but she is most insistent that she has always been a Montana girl at heart. As a young girl, her father came to Montana for its prime elk hunting; hearing about his adventures nurtured her own dreams of one day coming here to generate her own adventures in Montana's great outdoors.

Micky worked full-time in the hospitality industry while obtaining a Bachelors degree in Liberal Studies from Montana State University. She worked her way up the proverbial ladder at Applebee's in two years, eventually landing as the General Manager of the Applebee's franchise in Montana. From there she went to Alaska, where she managed a restaurant just outside of Denali National Park. Her adventurous nature took her from there to California, back to Alaska, then to Colorado for a short time. All roads for Micky eventually lead back to her beloved Montana, and sure enough, her journey led her to a guest ranch, where she brought her ten-year-long hospitality career to an end.

In 2011, Micky hit the books again

for a Bachelors degree in Recreation Management from Northern Arizona University. To further help propel her toward the next step on her journey, she obtained a Masters degree in Community Development from North Dakota State University. This degree steered Micky on her career path into community development, where she became the Community and Economic Development Extension Agent for Jefferson County, Montana. While there, Micky helped develop and bring to fruition the "Making Boulder's Future Bright" campaign, a master plan which brought together elected officials, business owners, community organizations and engaged citizens of the Boulder area in an effort to secure a viable future for Boulder after the Montana Developmental Center was shut down. This master plan has been recognized on the international stage; in June of this year, Micky and her partner on this project will present at the World Community Development Conference in Ireland.

Micky's belief that our experiences shape us is evidenced by her own life's journey. Her formation began as a ranch girl in north-central North Dakota, where she learned the value of hard work. At the age of nine, Micky's entrepreneurial inclinations arose, and she started buying cattle. Her North Dakota roots, deeply instilled work ethic and love for travel, combined with her love for Montana culture, have shaped Micky into the energetic, transparent, hard-working person she is today.



MICKY ZURCHER

Micky comes to her role with a significant priority, which is to meet the business owners and people of Helena. She is eager to invest herself in building relationships as she takes on the role of advocate for Helena's business people, as someone who can be trusted and who will ensure that their voices are heard. She comes with an open mind and readiness to allow the relationships she builds within the community in the coming year. She is transparent and ready to listen – her door is open and welcoming to Helena's business people, city staff, or anyone with a personal investment in the success of Helena's economic development.

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INTERNSHIPS & APPRENTICESHIPS

**MANY HELENA-AREA
EMPLOYERS ARE
OFFERING WORK-BASED
LEARNING PROGRAMS**

CARROLL COLLEGE INTERNSHIPS

BY DAWN ZEHR

The threads of the communities of Helena and Carroll College are woven together to form a unique relationship as partners and sharers of resources in our dynamic, ever-changing world. A visit with Wesley Feist, Coordinator of Internships and Undergraduate Research, and Sarah Lawlor, Director of Public Relations, shines a spotlight on the opportunities for Carroll College's students and Helena's businesses to work together with flexibility and creativity in a mutually beneficial manner, specifically through internships.

Carroll College currently has 65 students participating in some form of an internship for the spring 2018 semester, yielding an average of 115-120 per academic year; this number has risen in recent years as students increasingly realize the abundant benefits of hands-on learning experience. Some of Carroll's academic programs require an internship, such as Health Sciences and Theology, with its Ministry in Action internship course. However, any student with any major or combination of majors and minors is encouraged to seek out an internship that fits his or her specific needs and career plans. As overseer of Carroll's internships since last February, Wesley Feist hopes to expand opportunities for internships, including summer internships. With a deep appreciation for Helena's local business community and its unwavering support, Wesley also hopes to invite more local businesses to partner with Carroll

College and its highly reputed students, who are sought after by many regional companies for what have become highly competitive internships. Already, Carroll's interns have regularly been welcomed into the doors of Anderson Zurmuehlen, Wipfli, Enterprise Holdings, St. Peter's Health, both East Helena's and Helena's School Districts, Intermountain, and Morrison Maierle, to name a few.

Helena's extraordinary resources – her thriving business community, access to state government, and robust health care – only enhance the possibilities for Carroll's students when it comes to internships. An advantage of Carroll's small student population is realized in its unique ability to allow creativity and flexibility to guide the development of internships for its students, who are adaptable, flexible, curious, and have diverse interests. There is no set path nor cookie-cutter plan for students when it comes to internships – the experience is developed individually, under the guidance of faculty advisers, site supervisor, and Wesley himself, in an effort to shape the experience around the interests and goals of the student, while ensuring that it's a valuable experience and mutually beneficial. Wesley works hard to ensure that every internship creates the best experience for both the student and the business or organization hosting the internship.

For example, there is currently a Carroll student studying Political



WESLEY FEIST

Science, who wants to pursue a career in law, specifically lobbying for non-profits. This student is interning with the Montana Non-Profit Association as a non-profit policy intern. Another student, majoring in Computer Information Systems, is currently working with the Helena YMCA as a communications and marketing intern, working to map social media, create and manage web content, and design content strategies for the organization. A Public Health student with an interest in law is working for the Fund for Global Health as a global health advocacy intern. A Pre-Med and Theology double major is interning with the Chaplain of St. Peter's Health to better help individuals diagnosed with tough diagnoses and treatments. He is learning how to practice medicine compassionately with interest in

ministry. Students are encouraged to meld all of their interests, talents, and skills into their career path and discover how they can fit themselves into the needs of the community and its workforce.

Because around a quarter of Carroll's alumni stay in the area and work here, Helena's area businesses benefit tremendously from the partnerships that are created through internships as well as research projects with undergraduates in a variety of departments, including math, computer science, psychology, health sciences, and public health. These students have undertaken research for the Montana Department of Environmental Quality, database information research for Montana's Office of Public Instruction, and data analytics for Food Share and Intermountain. Carroll's engineering students are eager to gain experience

in the field of water works. On the other hand, Carroll's academic programs benefit from the ability to stay up-to-date with the current trends, knowledge and skills that a working relationship with local businesses allows. With the invaluable assistance of two local accounting businesses, Carroll launched a Master in Accountancy program. The Helena Brewers organization has played a significant role in the school's Sports Management program, and the Humane Society has partnered with Carroll's unique anthrozoology program. These are just a few examples of the way Carroll and Helena's business community interact and share knowledge, to mutual benefit.

Wesley's vision is for Helena's business, government, and non-profit communities to bring their needs and problems to the table,

share them with Carroll College's bright, eager and talented students, and combine resources to solve their problems and address their needs. He sees the college as preparing its students to be good citizens who think holistically and critically, capable of identifying problems, analyzing them, and ultimately solving them. A vital piece of Carroll College's aim is to teach students to be good stewards, respectful, well prepared, and professional. Wesley is eager to continue developing relationships with Helena's business, government, and non-profit community to provide more opportunities for Carroll's students to engage in hands-on learning and experience – if you would like to learn more about working with any of Carroll College's academic programs to provide a valuable internship experience, please contact Wesley Feist directly.



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HELENA COLLEGE PARTNERING WITH AREA EMPLOYERS ON APPRENTICESHIPS & WORK BASED LEARNING PROGRAMS

BY DAWN ZEHR



DR. KIRK LACY

Helena College welcomed its interim dean, Dr. Kirk Lacy, in January of this year. Dr. Lacy served previously in a joint appointment with the Montana University System and the Montana Department of Labor and Industry. He comes to Helena College with a keen sense of direction and vision for Helena College's internship, apprenticeship and other work based learning partnership opportunities with Helena area employers. Working on the ground with him on these initiatives is Greg Thompson, Academic Advisor.

The initiative, "Promoting Career Readiness by Integrating Work Based Learning into Curriculum," seeks to strategically link Helena College's programs with employers in the community who have needs that the college's students can meet. Through this effort, Dr. Lacy aims to communicate Helena College's firm commitment to partnering with a range of other community workforce development stakeholders in a collaborative effort to identify employer's workforce development needs, and then move to develop strategies with those stakeholders to address those needs. Helena's business community is invited to join them at the table and engage in dialogue to advance the opportunities for Helena College's students in the vast sphere of work based learning.

There has been movement within Helena College's programs toward

this end. Currently, the college is finalizing a Machining externship with Boeing, which is looking at sponsoring two to three students every three months in a work based learning immersion experience. The students will work closely with a Boeing mentor while acquiring valuable immersive, hands-on career preparation experience in a paid externship.

Helena College has also been partnering with the Montana Auto Dealer's Association and local auto dealerships to complement its Automotive Technology Program with pre-apprenticeship and apprenticeship career pathway programs. Its Information Technology program has previously partnered with Montana's Department of Labor and Industry (MTDLI) to sponsor a Helena College IT student in a paid apprenticeship program, and is looking to expand its partnership with other state agencies and growing IT companies to support our local talent pipeline. A similar collaboration between Helena College, Helena Public Schools, Highlands College of Montana Tech, and MTDLI is also in process. This will enable Helena's public high school students to complete dual credit courses from Helena College while simultaneously working with local construction contractors in paid pre-apprenticeships that can then extend into a full-fledged apprenticeship program,



GREG THOMPSON

earning and learning “on the job” while simultaneously completing the Highlands College Associate’s Degree program in Construction Technology. There are also discussions underway to lay the groundwork for even more partnerships which will benefit students enrolled in Helena College’s Academic Programs in Healthcare, Fire and Rescue, Business, Accounting Technology, IT, and Computer Networking and Programming.

Dr. Lacy’s vision is for every academic program at Helena College, in collaboration with Helena Public Schools, to secure strategic partnerships with area employers to offer students opportunities for work based learning, while simultaneously supporting fulfillment of the priority workforce needs of Helena area businesses. He hopes to formalize and define partnerships that employers

can utilize on a routine basis, while giving students a clear pathway that is known to them and reliable. As Helena College and Helena’s businesses join their resources, they can create a workforce talent development system that feeds and sustains the talent pipeline in Helena. This could take the form of apprenticeships or pre-apprenticeships, customized training, mentorships, internships/externships, or job shadowing, among other ways.

Fortunately, these type of efforts have successfully been underway in communities around the state of Montana for the past few years. The models have already been developed, lessons learned, and best practices have been established as insights have been gained throughout the learning curve. Businesses who are considering entering into work based learning partnerships have the benefit of the

momentum built up by those who have fine-tuned these models over time and through experience. Helena Area Chamber members are invited to learn more about the opportunities to build new relationships or strengthen existing ones with Helena College. The struggle to find qualified employees and retain them in an era of low unemployment is shared by many of Helena’s businesses. Fortunately, Helena College’s openness to strategic partnerships in our thriving community affords opportunities for both students and businesses to help each other navigate the ever-changing world of industry, trade, and business. Interested employers are strongly encouraged to contact Dr. Kirk Lacy directly by e-mailing him at: kirk.lacy@helenacollege.edu or calling him at 406-447-6926.

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DICK ANDERSON CONSTRUCTION APPRENTICESHIP PROGRAM

BY DAWN ZEHR



ANNIE CHASE

In a comprehensive effort to invest in its employees and expand its work force from within, Dick Anderson Construction has recently initiated a Certified Carpentry Apprenticeship Program for its employees in Montana. Developed by Human Resource Manager Annie Chase and launched in 2015, the Apprenticeship Program will be officially registered with the Montana Department of Labor and Industry as a Montana Certified Carpentry Program in the coming month. Currently there are 21 employees enrolled in this four-level program, which is presently offered to all Dick Anderson Construction employees. It consists of four levels, each completed in approximately nine months. There is course work in addition to hands-on labs, which are

conducted by DAC superintendents in collaboration with instructors from Great Falls College. The apprenticeship program is utilizing a partnership with Great Falls College, which hired two external instructors to teach a variety of courses specifically for the program. The two entities worked together to tailor the program to its unique needs. The instructors travel to Helena and Bozeman, where the classes take place every other Friday afternoon. The program is expanding into Great Falls this spring, with plans for future expansion to Missoula.

Employees who participate in the apprenticeship program broaden and enhance their skills and knowledge in a range of areas over the duration of the program, such as floor and wall systems, basic stair layout, commercial drawings, thermal and moisture protection, roofing applications, vertical and horizontal formwork, and fundamentals of crew leadership, to name a few. Upon completion of each level, the employee has the potential to earn a pay increase. DAC covers the majority of the costs for this program; the employee pays a \$100 fee to Great Falls College for books and materials for each level.

The Apprenticeship Program is a way for Dick Anderson Construction to invest in its own employees by helping them advance their skills and knowledge in the construction industry. It also offers an opportunity for DAC laborers in the

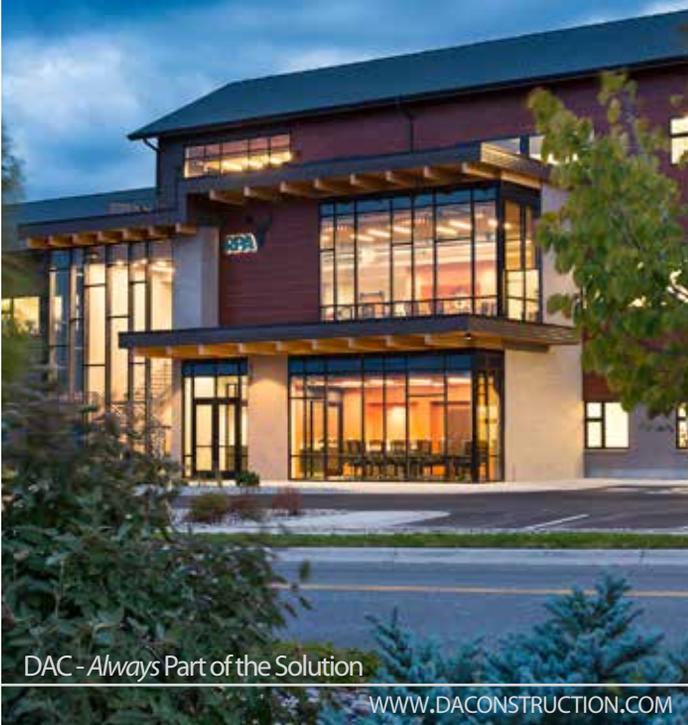
field to advance to a Journeyman Carpenter level, and for those employees to then move into a Foreman and Superintendent role. The program allows a pathway for DAC employees to pursue their goals and expand their knowledge while maintaining their regular hours of paid work.

A separate initiative of Dick Anderson Construction involves an opportunity for Helena's high school students to learn construction skills through an internship, in collaboration with the high school carpentry class. Currently there is one Helena High student intern who works closely with a DAC Superintendent every week day for two hours. In the past two years, the high school internship program has played a significant role in guiding the careers of at least three interns; one later came to work full-time with DAC, another shadowed a Project Manager and went on to study Construction Engineering Technology at MSU, and a third is currently employed by DAC and enrolled in the Apprenticeship Program.





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THE
IMPORTANCE
OF **GOOD**
BRANDING

ACTION PRINT

STEVE DAVISON, OWNER

Steve Davison, owner and CEO of Action Print, shares some insight from his experience working with businesses on their brand, logo, and promotional materials. He underscores that a company's brand is a process; simply put, it is basically your promise to your target market. It describes who you are, how you do business, and how you are different from your competitors.

According to Steve, a brand is created based on the following questions: What do you want to convey to your preferred customer? What kind of service or product do you offer? (For example, are you fast and cheap?

Reliable, but more expensive? Are you eager and willing to work one-on-one with customers, or do you want them to self-serve on your website?) What makes you different from your competition?

Steve stresses consistency in conveying the message of a brand. It is imperative that everyone – employees, sales reps, even delivery drivers - follows the brand image. Most importantly, the brand message must be accurate. If you claim to have the fastest service in town, but in practice your service is slow, the whole branding image is lost, and the

customer has lost confidence in you.

Our brains remember things better if there is an image associated with information. This is where a business's logo comes in to play. The goal is for a brand to be remembered when someone sees the logo (think Nike or Burger King). The message, or tag line, needs to incorporate the mission statement, business work ethic, even the customer service atmosphere. The logo should be used consistently on the website, promotional products, all printed material, advertising, signs, and uniforms.

HELENA MOTORS

JIM STANGER, OWNER

How did you go about developing your business's brand, brand strategy, and logo?

We hired a consultant when we purchased the business. We felt we needed to come out with a fresh start that people could relate to and buy in to. They gave us several good recommendations and implementation strategies.

In what specific ways do you integrate your brand into the day-to-day functions of your business?

I think we are somewhat unique in that we have more than one brand to integrate. Along with being Helena Motors ("The Way It Ought To Be"), we are Helena Ford, Helena Lincoln, Helena Honda and Helena Toyota. We represent our manufacturer's brands, too. We have significant required training and certification, so our team identifies because of the effort they

put in. We consistently advertise our tagline, which is also catching. The team likes it when people say, "The Way it Ought to Be" to them.

How do you ensure consistency in the way your business lives out its brand and builds brand equity?

We train several times weekly, review our customer input, as well as hold monthly dealership meetings during which we are always looking for ways to improve.

What about your brand, logo or tagline are you most proud of?

It is great rallying point for our team. It creates a great visual picture. We can all think, "now that was The Way It Ought to Be." Or, "I could do better, that was not The Way it Ought to Be." When we purchased the second dealership, I wanted to use the tagline there as well because it is so good. The team at the first location was very possessive of it



and it took me some time to convince them it was best for everyone to use it at both locations.

As a business owner who is most invested in the direction and success of your business, please share any additional thoughts and insights into your business's brand and/or logo and how each enriches your business. We market and advertise to keep our brand on our community's mind. We train consistently to make sure we deliver on the promises we make. We have continuous improvement meetings and are looking for ideas to help us get better.

REACH HIGHER MONTANA

KELLI STREET, GRAPHIC DESIGNER

How did your business go about developing its brand, brand strategy, and logo?

Reach Higher Montana evolved from the public benefit programs that were previously delivered through Student Assistance Foundation. As significant business changes at Student Assistance Foundation were taking place, we wanted to ensure that students, parents, and educators knew our programming was still in place and that we would still be there to help students prepare for college. We felt the best way to convey this message was to roll out a new brand and logo that was specific to our public benefit programs, and separate from the corporate brand for Student Assistance Foundation's business activities. When we decided to move forward with a rebranding initiative, we convened a select group of staff members who worked with the guidance of a marketing and public relations consultant to consider and direct our branding effort. The team considered a variety of names and logos, and ultimately, agreed upon Reach Higher Montana. It is a powerful call to action, encouraging Montana students and families to go beyond what is expected, and strive to achieve their education goals.

The logo and color palette were

selected following a similar process. The logo is engaging, with the "graduate" reaching up. Because the graduate is wearing a mortar board, the visual clearly links Reach Higher Montana with education.

In what specific ways do you integrate your brand into the day-to-day functions of your business?

Our brand extends to every aspect of our business. Starting with the clothing we wear, the color of the walls and furniture, our email signature, our website, and every piece of marketing material we use, printed or digital... everything carries our brand. This effort validates and supports our belief that this is an effective, attractive brand that works well for the people we serve. When we relocated the Reach Higher Montana staff downtown, we consciously included our brand as part of the process. We wanted to be somewhere visible, where we could incorporate our brand into our physical presence, and where students and parents could feel comfortable stopping in with their questions

What is your tagline? How did it come about?

Our tagline – Get a Jump on College – sums up how we help Montana students. We experimented with other



themes in the first year of our new brand, and that's how Get a Jump on College came about. Now, it is so much more than a theme – it's our call to action for the students and parents we are here to help.

How do you ensure consistency in the way your business lives out its brand and builds brand equity?

We believe that everyone at Reach Higher Montana should feel connected to the brand and have buy-in to ensure consistency and brand equity. From the beginning, everyone was involved in a part of the process - from concept to assisting in the identification of the color scheme by providing input on color - giving everyone a sense of ownership. It is a much more powerful brand and positive message when everyone feels a part of it. We created a brand style guide for our marketing materials, digital media and corporate wear to maintain consistency throughout. Everyone who works here is excited about the brand, which makes it easy to ensure consistency. We all believe in our mission and the brand that supports it, and we all understand the importance of expressing our brand in a consistent way.

BLUE CROSS BLUE SHIELD OF MONTANA

JOHN DORAN, DIVISIONAL VP OF EXTERNAL AFFAIRS & CHIEF OF STAFF

How did you go about developing your business's brand, brand strategy, and logo?

We are fortunate to be able to

capitalize on the longevity and strength of the Blue Cross and Blue Shield brand. As a leader in health care coverage for more than 75 years, our brand is

synonymous with trust, quality and value. We are committed to living our purpose every day to do everything in our power to stand with our members

in sickness and in health.

In what specific ways do you integrate your brand into the day-to-day functions of your business?

To me, a brand is more than just a symbol on the front of your building or at the top of your letterhead. It is a representation of who you are, how you conduct business, and the value you bring to your customers. The Blue Cross and Blue Shield brand is a pillar. It's recognizable anywhere you go. For our nearly 500 employees statewide, our brand represents the compassion that we bring every day to do what's best for our members.

How do you ensure consistency in the way your business lives out its brand and builds brand equity?

The Blue Cross and Blue Shield Association has strict rules that govern brand use. And that's important for any brand. You must maintain strong parameters to prevent fractionalizing

brand. The Blue Cross and Blue Shield Association does a good job of that while at the same time enabling the local state-based and independently owned Blue Cross and Blue Shield companies to evolve their own identities within the larger brand. That give states like Montana the opportunity to have Blue-branded campaigns that more accurately reflect our people and our beautiful state.

What about your brand and/or logo or tagline are you most proud of?

I am most proud of how seriously our employees take our responsibility to our members. Honestly, so many of our employees bleed Blue. We believe in what we do and why we do it. And we believe in our brand as the symbol of being the trusted advisor for our members.

As a senior management leader who is invested in the direction and success of your business, please



BlueCross BlueShield of Montana

share your thoughts and insights into your business's brand and/or logo and how each enriches your business.

As the health care industry evolves, ever-so-rapidly these days, we are doing everything possible to lead the transformation in how our country and our state deliver and pay for health care. As the state's largest and longest-standing health insurer, we have a responsibility to our members to be laser-focused on improving quality and reducing cost. And that's really what our company stands for. It's who we are. As such, that is how we leverage our brand – by becoming a symbol for trust, quality and value.

UNCOMMON GROUND

TINA PETERSEN, OWNER/BROKER

How did your business go about developing its brand, brand strategy, and logo?

We started with a brainstorming session to conceptualize our mission statement; "Uncommon Ground is creating an innovative Real Estate Concierge experience for people who love Montana." The word "Uncommon" came from our idea of doing real estate differently and "ground" represents the physical aspect of purchasing property in Montana. The icon, our scribble tree, was imagined out of our passion for working outside of the box. The tree is physically drawn outside the edges of the square it sits in; this is an exciting and fitting aspect to our logo that we love.

In what specific ways do you integrate your brand into the day-to-day functions of your business?

Our business philosophy is to constantly raise the standards we have for ourselves and the real estate industry as a whole. We use the "Uncommon" concept in everything we do, from marketing campaigns to the real estate services we offer. Everyday our agents and clients are interacting with our brand through the platforms, promotional materials, and the agents themselves. Our agents are brand ambassadors. We are all like-minded and believe in unsurpassed service, unparalleled attention to detail, and unequalled professionalism.



What is your tagline? How did it come about?

"Your Montana Real Estate Concierge" is our tagline. We realized we needed an element to our brand that encompassed our business vision. Uncommon Ground is more than just a real estate firm; we go above and beyond on every transaction and help our clients through the entire moving process. One example is our guided relocation tours. We recently had clients move up from Denver who were excited about Helena's mountain

biking opportunities. While they were here touring homes, we arranged a mountain biking and brewery tour! They absolutely fell in love with Helena and the biking community here. We want all of our clients to experience our

community before they move here. We want them to feel like a “local.”

How do you ensure consistency in the way your business lives out its brand and builds brand equity?

We are particular when it comes

to our brand and protect it by using guidelines and supervision.

We have a strict style guide and our marketing team oversees all of the output of advertising and promotional materials.

ST. PETER'S HEALTH

ANDREA GROOM, M.S., APR, VICE PRESIDENT OF COMMUNICATIONS

How did your business go about developing its brand, brand strategy, and logo?

First and most importantly, we engaged our patients, our staff and the community. We sought to understand what makes us strong and unique.

We needed to better understand our weaknesses, both real and perceived.

We did stakeholder interviews, conducted consumer surveys and reviewed data. We also spent time cementing our vision and direction, not just in word but through action. The result is a brand that accurately depicts who we are (experts from across the nation who have chosen to raise the bar for health care in Montana) and where we are heading (a true partner in health and wellness for our community). Our logo, tagline and advertising are simply visual representations of those things.

In what specific ways do you integrate your brand into the day-to-day functions of your business?

Our “St. Peter’s Health” brand is a more accurate reflection of the organization we have been for quite some time: not just a hospital, but a vast and holistic network of health care and wellness services. Since our founding in 1883, we’ve grown to include a medical

group, foundation, urgent care, outreach services and multiple ancillary service lines (like physical therapy and home oxygen services).

What is your tagline? How did it come about?

St. Peter’s Health is “A Higher State of Care.” For us, it was important to communicate the higher level of care we aim to provide here at St. Peter’s Health as well as the vision we have to be the gold standard for health care in Montana. The main message is that our work will never be done - we’ll always be reaching, always striving to be better tomorrow than we are today. It’s reflective of our commitment to deliver the highest level of care to every patient, every time, while also being a call-to-arms to make sure we keep raising our game.

How do you ensure consistency in the way your business lives out its brand and builds brand equity?

A brand is more than pretty packaging. It’s a promise to our community. If we’re making a promise, we need to keep it. At St. Peter’s Health, we’re holding ourselves accountable with goal/performance boards



St. Peter’s Health
A higher state of care

throughout our units and clinics. We’re investing in more training to develop and grow our staff. We’re hiring with a focus not just on skill set, but cultural fit; we want compassionate people who pursue excellence like it’s part of their DNA. We’re launching innovative new therapies, technology and approaches to care that improve the quality of life and outcomes for our patients.

What about your brand and/or logo or tagline are you most proud of?

It’s a new day at St. Peter’s Health. We have a new name and a new logo, but more importantly, we are beginning a transformation that our patients and community will increasingly see and feel. We’re off to a strong start: St. Peter’s was recently recognized as one of Montana’s safest hospitals by the nation’s leading patient safety watchdog organization, and we were also named a 2018 Top 20 Rural & Community Hospital by the National Rural Health Association.

3 TYPES OF BUSINESS STORIES THAT APPEAL TO MILLENNIALS

BY CHRISTINA R. GREEN

If you're looking to increase your business sales among Millennials improving your storytelling is a good start. Telling your story effectively imparts a more human side to your business. It's also memorable and develops an emotional connection between your business and your audience.

Most sales gurus will admit it's the emotional side of the brain that drives purchasing, so storytelling gets your business where you want to be.

EFFECTIVE TYPES OF STORYTELLING FOR GEN Y

The following types of stories will improve your connection to Gen Y but they should never be used disingenuously. Use what fits your business. Don't alter your story just to get likes or shares, or customers.

SAVING THE WORLD

Compared to their cynical Gen X predecessors, at least 39% of Gen Ys polled believe they will do something in their lifetimes that will contribute to the world

becoming a better place. Telling a story of how your business connects others and helps them help the world will appeal to this generation.

However, if you're going to flavor your business story with a saving the world tone, make sure you tell it by how you are helping your customers do it not by your own super powers. Taking a more humble approach will attract this tech-savvy generation. Boldly making heroic claims will turn these uber-eager world changers off.

MILLENNIALS CONTINUED ON NEXT PAGE



TO THINE OWN SELFIE BE TRUE

It seems contradictory that at the same time they claim to want to make the world a better place, they are also eagerly capturing nearly every breathe they take in selfies. This generation of do-gooders is different than the Boomers in that they see a very individualistic role of how each will save the world. It's an I will save instead of a we. This doesn't mean they don't want to work in group, quite the contrary but they want their individual contributions recognized and lauded.

If you're looking to appeal to this generation, show them what is in your business, product or service for them. Tell your business story as it involves them and their future success, beauty, or meeting of individual goals. Cast your Gen Y customer as the hero of the story. She'll take it from there.

A LIFE FIT FOR INSTAGRAM

Millennials have a strong notion for how life should be. Studies have shown that even though many of them graduated during a very difficult time economically, and many of them remain living with their parents much longer than previous generations, they're also more apt to spend money on an experience than things. That's good news for business like coffee houses and restaurants.

Telling your business story as an exciting service or experience will appeal to this group. Lacking in a large income does not discourage them from partaking in the finer aspects of life. They want what they want, which isn't a starter home or a starter car. Showcase your business as a means to getting the life they want, or as a part of that life, and it will draw this generation in.

If you've been looking to reach Gen Y, telling your business story through social media and the Internet will get their attention but you need to use a business approach that they'll find appealing. In some ways these young people have a lot more figured out. They know it's important to give back, be kind to yourself, and enjoy life's adventures while you have the time and interest, even if you don't have the money.

Christina R. Green teaches small businesses, chambers and associations how to connect through content. Her articles have appeared in the Midwest Society of Association Executives' Magazine, NTEN.org, AssociationTech, and Socialfish. She is a regular blogger at Frankjkenny.com and Memberclicks. She's just a bookish writer on a quest to bring great storytelling to organizations everywhere.

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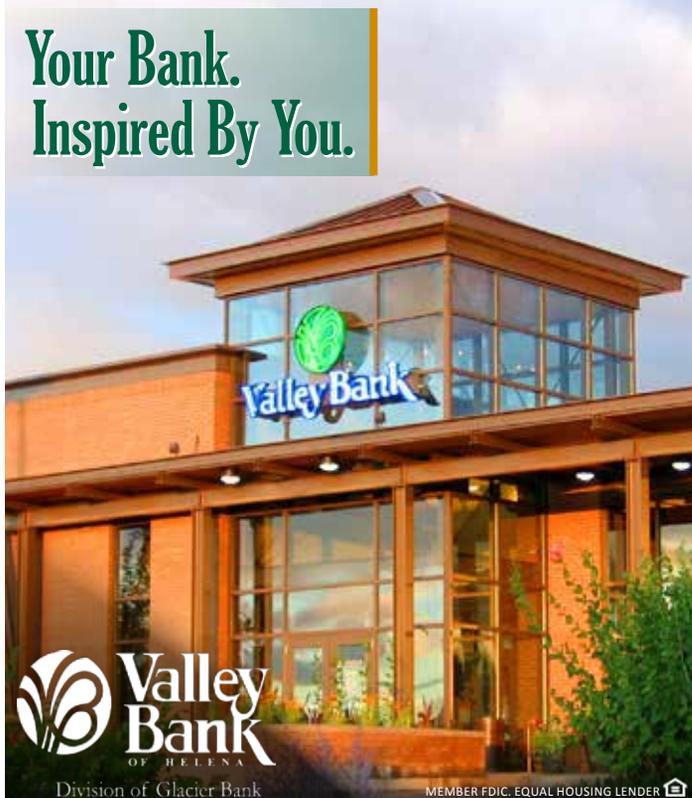
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How to Create a Successful Social Media Marketing Strategy for Your Business

BY CHRISTINA R. GREEN

Social media can be a nice distraction and a considerable time suck. But if you're doing it for your business, you need it to be much more. So how do you make sure that you're using your time there efficiently?

This article offers you the steps you need to create a solid social media marketing strategy in actionable items.

1. KNOW WHY YOU'RE THERE

Before any campaign, whether it's marketing, social media, or even a military campaign, it's important to know why you're there. What are you trying to accomplish? The answer to this will help you create the tactics that will get you there. You can't forge a path without some idea of where you're going.

ACTION ITEM: Create 1-2 SMART goals around what you'd like to accomplish with social media for your business.

2. UNDERSTAND WHO YOU'RE TRYING TO REACH

Marketing messaging is very personalized these days. But it's impossible to personalize your

messaging without knowing your target audience. You don't need the world to love you. You just need to focus on those who would have a need for your product or service. And to do that, you must know who they are.

ACTION ITEM: Create buyer personas so you know who you're talking to.

3. DO RESEARCH ON YOUR DEMOGRAPHIC

Now that you know who they are, find out where your customers are on social media. If you're fortunate enough to have an email list, you might be able to use emails to locate where they are online but if you don't, take what you know about

your buyer personas and match them to the demographics for each social media site.

You have a limited amount of time in your day so don't try to be everywhere on social. You'll likely spread yourself too thin. Instead, concentrate your efforts on where your customers and potential customers are.

ACTION ITEM: Find out where your ideal customers are on social media by doing research on demographics on the most popular social media sites.

SOCIAL MEDIA CONTINUED ON NEXT PAGE

4. CREATE TACTICS THAT MOVE YOU TOWARDS YOUR GOALS

Having goals isn't enough in social media. Let me show you why. Let's say your goal is to increase blog shares by 50% by the end of October 2017. That's a nice measurable goal. It has a deadline and a number assigned to it. You can easily figure out how you would assess whether you were successful or not.

But how in the world are you going to do it?

Tactics move you towards that goal. Perhaps you will:

- Post more frequently changing from once a week to every day.
- Share your content to a newly-formed LinkedIn group.
- Ask for the shares.
- Approach 5 industry influencers every Tuesday.
- Start accepting guest blog posts and asking them to share their posts with their network.

There are many ways to get there. You just need to choose a few and get to work.

ACTION ITEM: Review your goals and map out tactics of how you will get there. Assign them dates, times, and ownership. If no one owns them, they won't get done.

5. IMPLEMENT AND ANALYZE

After you have a social media plan constructed from your goal(s) and tactics targeted at your ideal customer, it's time to take your business' current pulse and begin tracking your work and its effectiveness towards meeting your goals. Social media is not an exact science. It requires experimentation and adjusting your path according to what you deduce about your audience's preferences. This type of analysis is ongoing so make sure you budget in both time and money for it.

ACTION ITEM: Set up Google Analytics and create social media campaigns to be able to watch how your strategy

implementation is moving you towards your business goals.

Finally, get a little help from your friends. Social media is always changing. Today's best practices could make you look like a rookie tomorrow. It's important to stay on top of social media and assess your strategies periodically not just to ensure they are effective at helping you reach your goals but to make sure they are still best practices in the industry.

Keeping up on all of this while managing your business isn't easy. Turn to your friends at the chamber for social media curriculum, knowledge, or assistance that can help you stay on top of changes without the time involved in researching them on your own.

Christina R. Green teaches small businesses, chambers, and associations how to connect through content. Her articles have appeared in the Midwest Society of Association Executives' Magazine, NTEN.org, AssociationTech, and Socialfish.

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UNIQUELY HELENA

A FEW THINGS YOU MAY NOT HAVE KNOWN ABOUT LOCAL BUSINESSES



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Booking #118624

Chamber Explorations Reservation Form (International)



CANCELLATION WAIVER & POST DEPARTURE PLAN

Payment of the per person Cancellation Waiver (waiver fee) guarantees full refund on all payments (including deposit), except the waiver fee itself, made for tour rates in case of cancellation up to the time & date of departure due to the passenger's personal illness (medical documentation required) or death of a member of the immediate family (official documentation required). If the passenger must return early due to the passenger's personal illness or death of a member of the immediate family, payment of the waiver fee guarantees a refund for the unused services. Payment of the waiver fee guarantees your return air transportation utilizing your original airlines tickets with no additional supplement. The waiver does not cover return transportation costs other than return air transportation utilizing original airline tickets. The waiver fee is fully refundable until 180 days prior to departure. **The waiver fee does not cover any single supplement charges which arise from an individual's traveling companion electing to cancel for any reason prior to departure.** The waiver is non-transferable and valid for each applicant only. The waiver does not cover any services such as airline tickets not purchased through Chamber Explorations. Post Departure coverage (Accident/Medical) is included. Brief description of coverage/benefits:

Part A - Cancellation Waiver (Up to Trip Cost)

Part B - Post Departure Plan: Trip Delay (\$100/Day-Max \$500), Baggage & Personal Effects (\$2,000), Baggage Delay (\$100/Day-Max \$500), Emergency Accident/Sickness Medical Expense (\$30,000), Emergency Evacuation/Repatriation (\$50,000), Accidental Death & Dismemberment (\$25,000), Emergency Travel Assistance (24/7-Included). All Cancellations, Claims & Inquiries under Part A will be handled by Chamber Explorations. All Claims & Inquiries under Part B will be handled by the Plan B Administrator. Full policy details available. Please note that your cancelled check or credit card statement will serve as your receipt for the policy.

Cancellation Waiver & Post Departure Plan - \$325 per person

CANCELLATION FEES

Cancellations not covered by the waiver or if the waiver is not purchased, are subject to the following per person fees:

- Cancel more than 180 days prior to departure: Full Refund
- Cancel 179-75 days prior to departure: Deposit or Waiver is Retained
- Cancel 74-45 days prior to departure: 25% of total price
- Cancel 44-15 days prior to departure: 50% of total price
- Cancel 14 days or less prior to departure/no shows: No refunds

RESPONSIBILITY

Premier World Tours LLC dba Chamber Explorations (hereafter CE), whose vouchers are used by respective agents for the passenger in all matters pertaining to hotel accommodations, sightseeing tours and transportation, hold themselves free of responsibility for any damages occasioned from any cause whatsoever. CE will not be responsible for any damages or inconvenience caused by late arrivals, departures and change of schedule or other conditions nor will they be responsible for any act, omission, or event during the time the passenger is not on board their conveyance. The passage contract in use by the airline concerned, when issued, shall constitute the sole contract between the airline and the purchaser of this tour/cruise, and/or passenger. CE does not hold any responsibility for the conduct of any of its members, hotel, motorcoach, cruiseline, train, airline or other personnel. CE reserves the right to decline to accept or retain any person as a member of a tour/cruise at its discretion. CE &/or its Tour Director retain the right to require any participant to withdraw from a tour/cruise at any time, if determined to be in the best interests of health, safety & general welfare of the tour/cruise group or of the individual participant. *Arbitration - I/We agree, any and all disputes concerning this contract or any other material concerning the trip, or the trip itself must be resolved exclusively pursuant to binding arbitration in the state of California, pursuant to the then current rules of the American Arbitration Association.* Payment of the deposit for this tour/cruise constitutes acceptance of these terms and conditions. CST #2048841-40

PASSPORT INFORMATION

A valid US passport is required for this tour and is the responsibility of each passenger. Passports should be valid for up to six (6) months beyond the travel dates. All names must be submitted to Premier exactly as they appear on passenger passports.

IMPORTANT CONDITIONS/NOTES

- Tour rates are subject to increase until you are paid in full.
- Itinerary and hotels are subject to change.

DEPOSIT & FINAL PAYMENT

Deposit of \$500 per person is due with Reservation Form to secure reservations. Final Payment Due Date is 75 days prior to departure.

*BOOKING DISCOUNT

Make your Final Payment by check prior to the Final Payment Due Date & receive \$200 per couple/\$100 per person Booking Discount!

- Initial Deposit can be made by check or credit card to be eligible.
- Payments after Initial Deposit are considered part of Final Payment & must be made by check.

Reservation Form

Costa Rica Adventure
November 7, 2018
Booking #118624

Make Checks Payable to: **Chamber Explorations**

Contact Information/Mail Reservation Form to:

Diamond Destinations • Attn: Cheryl Crowson or Joanie Werner Mathis
P.O. Box 5145 • Helena, MT 59604
Cheryl: 406.465.5742 Joanie: 406.439.3415
Email: cj@diamonddestinations.world

Enclosed please find a deposit in the amount of \$ _____ (\$500 per person) to secure reservations for _____ # of people.

I (We) wish to purchase Cancellation Waiver & Post Departure Plan at this time Yes No

Enclosed please find payment in the amount of \$ _____ (\$325 per person) to secure the Cancellation Waiver & Post Departure Plan.

Total Payment \$ _____

To avoid change fees, submit full Passport names (first/mid/last) exactly as they appear on Passports

Passport Name _____ DOB (MM/DD/YY) _____ Gender M F

Roommate's Passport Name _____ DOB (MM/DD/YY) _____ Gender M F

Passport #: _____ Exp Date (MM/DD/YY) _____ Country of Issuance _____

Roommate's Passport #: _____ Exp Date (MM/DD/YY) _____ Country of Issuance _____

Your Address _____ Check if Roommate's address is the same

City _____ State _____ ZIP _____ Tel # _____

Email Address _____ Mbl # _____

Cardholder Name (if paying by credit card) _____ VISA MasterCard DISCOVER AMERICAN EXPRESS

Amount to be charged \$ _____ Credit card #: _____ Exp. Date: _____

Cardholder Billing Address: Check if address is the same as above _____

Signature Required (for credit card use & acceptance of terms*): _____ Today's Date: _____

**I (We) agree to pay according to the credit card issuer agreement. I understand and accept the cancellation fees/policy and other terms.*



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on a pronunciation.

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Marathon | Half Marathon | Marathon Relay
10K | 5K | Fun Run & Kids Marathon

JUNE 8–9, 2018
HELENA, MONTANA

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govcupmt.com

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