

## **Collaboration, Cooperation and Partnerships**

### **Hillman, June 27 2012, Thunder Bay Resort**

#### Flip Charts

- Objective: Devise a marketing plan for beneficial results for providing customer service and creating desire to visit region
  - Strategies
    - Buy in to Pure MI program within state by recreation providers
    - Start changing rules. Small areas can't partner with Pure Mi. Lack of funds, businesses, etc.
    - Use NEMCOG
- Objective: Increase visits/stays at local businesses along state trails and recreational lands
  - Strategies
    - Create an easy way for local government and organizations to utilize state lands to increase local economies
    - Provide funding and structure to create trail tour plans to promote local businesses
    - Create a sign program to promote and access local businesses along state recreation lands
- Objective: Increase awareness of Pure MI and value of tourism by increased use of social media and tapping into various networks: schools, churches, civic groups, current collaborations, demonstrate marketing on these groups with specific cause and effect
  - Strategies
    - Get word out through churches, civic groups
    - Tap into social media through cultural, recreational, educational organizations
- Objective: Highlight existing larger professional associations/coalitions (i.e. historical, cultural, museums, golf trails, wine trails, lighthouses) and connect them with smaller rural volunteer run groups for sharing mutual promotions and resources
  - Strategies
    - Equal allocation of state resources to regional assets
    - Evolve sunrise side wine and hops trail to include culinary, arts, and lighthouses
    - Identify like-minded groups/activities/voices and collaborate with a common goal
    - Equal voice from all entities involved in collaborations

#### Individual Objectives and Strategies Sheets

- Objective: US 23 band concerts/coordinate agribusiness
  - Strategy: uniformity of R and D. Rip off, duplicate.

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- Objective: Energize
  - Strategy: equal voice from all entities involved in collaboration
- Objective: Develop a demographic specific campaign including social media applications (resources) to draw people to their heart tug or activity interest specific goal. What makes you want to go or visit a place
  - Strategies
    - Marketing of branding for regions via text, air, or vision (diversity of in areas of the state)
    - Determine target groups. Boating, camping, cultural arts, seasons, and attractions available for the seasons
- Miscellaneous Strategies
  - Identify like minded groups/activities/venues around the state to collaborate with a common goal
  - Travel MI should work with state created regional initiatives for example, the MDOT heritage route program (now known as MI's scenic byways) should be jointly managed and funded through a partnership between Travel MI and MDOT and MDNR
  - Increase awareness
  - Buy into process and process
  - Counties, towns, and areas working together to refer to another place in the state
  - Define a common goal within the state that makes us unique and marketable

## **Sault Sainte Marie, July 10 2012, Best Western**

### Flip Charts

- Objective 1: Increase awareness of what attractions/properties have to offer within a specific region
  - Strategies
    - Stakeholders to educate local champions
    - Identify local stakeholders regionally
    - Make stakeholders accountable to state
- Objective 2: Annual meeting with partners to talk about opportunities (ex: MDOT carpool lots)
- Objective 3: Creating 5 non-traditional, non tourism partnerships to foster tourism industry (Army Corp of Engineers, MDOT)
  - Include agriculture sector with tourism
  - Strategies
    - MEDC tourism and industry sectors coordinate to promote distinct landmarks
    - More co-branding (Chrysler, Coke, Pure MI)

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- Identify benefactors to help sponsor co branding (Kellogg, Amway, Kimberly Clark, Big 3, and Jiffy)
- Objective 4: Foster tourism culture among all residents and tourism partners not just tourism partners
  - Strategies
    - statewide education outreach program. Provide case samples of PPPs
    - Promote Pure MI through businesses and non traditional industries
- Objective 5: Reduce duplications of efforts and coordination between state, federal, and local agencies
  - Strategy: annual meeting with state, federal, and local agencies to reduce duplication of efforts

### Individual Objectives and Strategies Sheets

- Objectives
  - Awareness
  - Money/resources
  - Provincialism
  - Globalization/nationalization paradox
  - Eliminate barriers/ideological divides
  - Integrate communication platform
  - Strategies
    - Place-making/heritage sites- money and resources
- Objectives
  - Coordinated, viable, affordable statewide transit system(s) for visitors
  - Develop place making in communities (i.e. heritage and history) viable
  - Develop tourism “culture” pride in people serving and living in MI (include youth, young adults)
  - Include ag industry in tourism efforts
- Objectives
  - Increase awareness within region of what attractions, properties have to offer
  - Promote willingness, or opportunities, to work within regions to foster partnerships (within strategic times of year)
- Objectives
  - Branching investments, buy-in, ROI
  - Communication
  - How can you make someone feel good about where they live?
  - Where are the heritage routes in MI?
  - Strategy: promote state federally

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- Objectives
  - Annual meeting with key personnel from state and/or federal agencies to encourage flexibility with regard to policy and rules
  - Strategy: case examples

### **Ypsilanti, July 16 2012, Eastern Michigan University**

#### Flip Charts I

- Objective 1: Establish 2 new and ongoing relationships with state departments and/or small government agencies Pure MI umbrella build collaborative relationships among anyone involved in delivering travel experiences
  - Strategy: Host local tourism-focused events for regional MEDC staff/offices
- Objective 2: Foster stay and play opportunities
  - Strategies
    - Get information on local tourism (print or online) opportunities to businesses and lodging facilities that host business travelers
    - Communicating goal to travel agents, large corporations, partners, hotels, and branded item to website
    - Communicate goal via travel agents, large corporation MI hotels, attractions, website, out of state corporations, out of state airports
- Objective 3: Partnerships between those in transportation and destination
  - Strategy: increase transportation, better signage
- Objective 4: Establish or build upon relationships with organizations that deal with international travelers
  - Strategies
    - Work with consular corporations
    - Universities foreign student associations
    - Rotary international student exchange
- Objective 5: Strengthen recreation related national/state partnerships
  - Strategies
    - Offer packages statewide i.e. venues combine from different regions
    - Regional organizations partnerships
    - Municipal recreation department relationship

#### Individual Objectives and Strategies Sheets I

## **Collaboration, Cooperation and Partnerships**

- Objectives
  - More federal communication between the different organizations
  - More ways to foster collaboration between new business and establish businesses/small business if you will help bring forth
  - More branding to the tourists to the Pure MI machine
  - More transportation
  - Stay and play
  
- Objectives
  - Greater coordination under and among all disparate groups involved any way with tourism in defined regions of state. I.e. CVBs, chambers, economic development corporations, parks, conservancies, and conservation districts. Restaurants, hotel associations, microbreweries, distilleries, and wineries. Farm markets, golf courses, performing and culinary arts centers to sell experiences
  
- Objectives
  - Establish new and ongoing relationships with state departments and agencies
  - Host tourism focused events for regional MEDC staff/offices
  - Increase number of submissions/nominations for governor's awards for innovative tourism collaboration
  
- Objectives
  - Foster relationships with culinary tours and restaurants
  - Develop relationships with bicycle groups and rails and trails
  - Work within historical highways (i.e. US 12) to develop itineraries for tours and work in stops along the way
  - Develop work/play/tourist themes with cities for business travelers who would spend an extra day if interested
  - Work with colleges and universities to encourage parents of students to visit areas of interest in their locale

### Flip Charts II

- Objective 1: Develop a collaborative toolbox for business partners to support the tourism industry
  - Strategies
    - Develop online merchant space,
    - Create business specific brands and offers
    - Build brand
  
- Objective 2: Create incentives for businesses to develop community involvement and programs for robust communities that will attract
  - Strategies

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- Spark and chamber with local business i.e. young professionals of chamber, have your friends visit
- Create a market space to offer travel incentives
- Identify business that can collaborate
- Objective 3: Establish one affordable membership organization for all stakeholders
  - Strategies
    - Create non profit organization to head umbrella corporation
    - Find government source to fund
- Objective 4: Establish a conversation (committee) that brings international stakeholders to the table
  - Strategies
    - Appoint print person/organization to coordinate organization by year
    - Contact Circle MI/ABA/Great Lake USA/ Brand USA/ASTA
    - Work with government immigration to ease entry visa to USA
    - Train and educate stakeholders on international issues
- Objective 5: Identify groups to partner with that would work with people who stay with friends and family
  - Strategy: create community connections for bay area events

### Individual Objectives and Strategies Sheets II

- Objectives
  - Small businesses (jobs creation), local retail, restaurants, lodging, promotions, offers, packages, build awareness and support
  - Corporations within the state (national business), beverage groups (Coke, Pepsi, Vernors), auto companies
  - Camping, parks and recreation. Natural and environmental resources, festivals and concerts, groups and symphonies
  - Partner with national brands, international stakeholders
  - Toolbox: jobs growth, promotions/offers, brand build, support and maintenance, and community involvement
  - Consolidation of stakeholders
- Objectives
  - Develop relationships with those in the legislature to improve border crossing experiences for all travelers to MI
  - Use traveling experiences as incentives for businesses to bring businesses here and keep them here
  - Help small business/non-profits identify ways to trade upon the Pure MI brand and benefit from its success

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- Transportation. This is a barrier to people looking to come to some areas of MI, work with legislatures, and private companies to make this easier on travellers
- Continue with targeted sponsorships of MI events and businesses who can attract travelers to MI, both from the drive market and beyond
- Help identify online/on land spaces and companies to do combined promotional packaging
- Objectives
  - Are states that are competitive (IL and OH) actually reciprocal? Can we increase travel between the two avenues?
  - International market: we need help reaching their folks. What do our buys look like right now? What messaging do we have right now, how can we make it applicable in international spaces? How does this tie into border experience?
  - Making ourselves more than a regional destination- how can we accomplish this without alienating the regional visitor?
  - We need to keep enforcing the Pure MI brand in national/international markets in ways that support its intention without making it seem stale. This will enhance purchasing in lower areas of engagement (arts, culture, etc.) and allow for more visits outside of summer months... hopefully longer visits from people not in the regional drive market. We need to increase our perception by travelers as proving a satisfying/valuable trip, and maintain contact with them after their visit concludes in order to inspire repeat, diversified visits
  - Strategy: create an ad based on a new genre- arts/culture, sports, heritage, etc.
- Objectives
  - Seminar on branding
  - Make accessible visitor data to various groups
  - Genre groups e.g. arts and culture, heritage, history, sports, etc.
  - Strategy: great lakes brand
- Objectives
  - Establish a Pure MI arts and culture sub committee invite stakeholders from segment to participate
  - Establish a Pure MI international committee to invite international stakeholders to table for input ( to prepare stakeholders for influx of customers of stakeholders)

## **Port Huron, July 18 2012, Maritime Center**

### Flip Charts

- Objective 1: Encourage private/public partnerships
  - Strategies
    - Add...
    - Success roadshow to clubs, organizations, etc.

## **Collaboration, Cooperation and Partnerships**

- Objective 2: Improve communication between tourism entities
  - Strategies
    - Encourage cross collaboration via Pure MI regional buddy system
    - Success road shows should be on website
- Objective 3: Create clearinghouse of potential partners, ideas, and resources
  - Strategies
    - Using technology (24/7), create website where filling in what I need is... or what I can share is... i.e. match.com
    - Web portal for tourism best practices idea library
- Objective 4: Encourage collaboration between government and higher education
  - Strategies
    - Web portal for tourism best practices idea library
    - Endowed tourism chairs
    - Partner with college to have projects in marketing classes or related programs and internships existing student organizations
    - Make the ask!
    - Focus on high schools and community college culinary arts students
    - Advisory board members to help influence curriculum with tourism culture
- Objective 5: Identify more collaborative opportunities with big business/corporations)
  - Strategies
    - Make the ask! To big business
    - Create Pure business campaign that relates to Pure MI but focuses on bigger businesses
    - Partner with business for volunteers or interns
    - Utilize big business marketing departments. Pure MI on Celebrity Apprentice
- Objective 6: Leverage Pure MI campaign to foster economic development
  - Strategies
    - Leverage non profit funding and grants to improve infrastructure “historic” venues
    - Encourage economic development corporations to use the Pure MI campaign when attracting, remembering and helping with expansion
    - Real estate collaboration
- Objective 7: Extend collaborative opportunities to individuals
  - Strategies
    - Create awareness, show individuals the impact tourists create for them
    - Community campaign to residents. Tourism education, impact, we need you!
    - Utilize resources locally to get info out i.e. business news

## **Collaboration, Cooperation and Partnerships**

- Continue to educate the public to help them understand tourism benefit to them, so that they do not object to an additional tax for public support of tourism collaboration
- Objective 8: identify and exploit collaborative opportunities with media outlets
  - Strategies
    - Collaborate with MI talent/personalities to be an advocate/ambassador
    - Create video shorts demonstrating successful projects and highlighting benefits to stakeholders
    - Pure MI “shorts” to be shown on local cable stations

### Individual Objectives and Strategies Sheets

- Objectives
  - Improve communication
  - Bring more organizations in on campaigns/projects regarding Pure MI- more invites to induce collaboration, cooperation, and partnerships
- Objectives
  - Develop policies to encourage public/private ventures and ease the process (local, Edison Inn)
  - Promote awareness of potential relationships and resources
  - Strategies
    - Promote MI facts with MEDC and Pure MI
    - Share news of collaborative efforts
- Objectives
  - MEDC collaboration with colleges and universities
  - Get MI talent to be an advocate for the state
  - Leverage community grants to improve infrastructure
- Objectives
  - All for one, one for all
  - Avoid territorial limits
- Objectives
  - Better educate public about benefits so that they will become ambassadors and supportive - not object to taxes - while at same time finding more ways to support tourism through state i.e., more transparency of CVBs utilization of money collected through hotel taxes

## **Collaboration, Cooperation and Partnerships**

**Dearborn, July 19 2012, The Henry Ford**

Flip Charts I

- Objective 1: Increase avenues and vehicles for stakeholders to become involved. Be inclusive of all stakeholders
  - Stakeholders
    - Identify local or regional initiatives to be brought into statewide plan
    - Create methods for stakeholders to communicate with each other easily
    - Establish central database of resources
    - Schedule long term meetings calendar
- Objective 2: Establish a network of stakeholders and participants. Develop and foster regional collaborations
  - Strategies
    - Determine partnership criteria
    - Establish partnership structure
    - Select partnership leaders
    - Create methods of communication
- Objective 3: Expand connections with non traditional statewide initiatives and plans that advance tourism resources
  - Strategies
    - Identify non traditional initiatives/plans/coalitions and connect with management/leadership to being align efforts
    - Identify initiatives in the state that support, protect, or advance resources
    - Develop standard language/communication to use when connecting with non traditional partners
    - Establish central recording database to track organizations and businesses connected and make available to all stakeholders
    - Identify action the industry can take to engage with and support identified initiatives
- Objective 4: Increase access to multiple destinations from primary tourism stop/site to make it easier for consumer
  - Strategies
    - Develop theme tourism around specific activities (e.g. birding, lighthouses, waterfalls, and horseback riding)
    - Invite stakeholders to engage with access related issues through regular updates and communication
    - Develop regional themes for visits to a specific region of MI
    - Create sample language for organizations to promote themes at a regional or local level

## **Collaboration, Cooperation and Partnerships**

- Gather rail, train, bus, etc. transportation providers to explore partnership opportunities
- Identify gaps, in linkage between access and transportation travel modes
- Objective 5: Increase connections and partnerships internationally, nationally to develop tourism that focuses on MI's unique assets and features
  - Strategies
    - Increase contacts with Chinese tourism
    - Develop relationships with other states to promote the regional assets internationally
    - Partner with national and international organizations that specialize in natural resources travel including non profits
    - Fund the extension of Pure MI into more foreign countries, especially China

### Individual Objectives and Strategies Sheets I

- Objectives
  - Increase avenues/vehicles for collaboration to take place
  - Increase avenues/vehicles for stakeholders to become a part of "something"
  - Develop regional (capacity building) teams/group to assist smaller more local entities to collaborate both locally and regionally
  - Utilize existing partnerships as pilot/demonstrations/examples
- Objectives
  - Be inclusive, be sure to include all stakeholders. I am an equestrian and they have not been included in Michigan's unique features
  - Strategies
    - Identify local or regional initiatives to be brought into statewide institute
    - Develop themes for tourists - birding, lighthouses, waterfalls, horseback riding - suggested itineraries
    - Develop regional themes for visits to a specific region of MI
- Objectives
  - Network, participants, shareholders
  - Central repository/resources
  - Long term schedule/meetings
  - Partnership criteria/structure/leaders
- Objectives
  - The tourism industry will tie into, leverage, and support initiatives and statewide plans that bolster tourism resources such as the Great Lakes
  - Establish means to provide access to tourism destinations and attractions and promote visitation to multiple destinations during one visit (to go from city to city)

## **Collaboration, Cooperation and Partnerships**

and place to place) this to me is about how people can get to places (transportation rather than the destinations)

- Paint a picture of visitation across the state lines based on a theme such as birding or magnificent mile, stopping to draw people across state lines)

### Flip Charts II

- Objective: Create an entity to facilitate partnerships among similar entities
  - Strategies
    - Show players mutual benefit of collaboration
    - Define what collaboration/part ship for mutual benefit means for profit organizations
    - Provide incentives for collaboration
    - Foster network among partners
    - Sharing resources: meeting space, volunteers, contacts
    - Offer yearly opportunity to collaborate with tourist non profits to volunteer on much needed projects and clean ups
    - Community information board for events
    - What happens after the plan is funded? Where to go from there? Yearly check ins? Progress?
    - Have funeral homes do live events and sponsor opportunities
    - Using old schools etc. for community events
    - Collaborate outside industry with non traditional partners identify who they are
    - Partnerships with the Arab community
    - Acknowledge role of small grassroots organizations in revitalization of communities
    - Hold public-private gatherings to inform about the goal and receive and develop ideas for achieving the goal
    - Identify and reserve if there are associations Michigan tourism but provide opportunities to collaborate

### Individual Objectives and Strategies Sheets II

- Objectives
  - Provide opportunities for public/private gatherings to inform about the goal and secure and develop ideas for achieving the goal
  - After gatherings have concluded (over a period of time) e.g. six months, create a committee to develop strategy based on the information called from the gatherings. It is key to show the “players” the benefit of collaboration
- Objectives
  - MI tourism act as a facilitator for potential partners
  - Identify potential partner to collaborate on program such as hotel properties and attractions. Facebook campaign website recognition

## **Collaboration, Cooperation and Partnerships**

- Create packages for added value, combo package
- Reduced membership rates among associations
- State funding to help promote/implement partnership
- Actively pursue potential partner. Be receptive to partnerships, referrals, cultural coalition
- Objectives
  - Build relationship with major corporations that have a direct and indirect relationship with the tourism industry
  - Rebuild the film industry relationship
- Objective: Increase by 20% the number of Chinese tour operators that Travel MI has a partnership with
  - Strategies
    - Teach Chinese customs and culture to tourism providers
    - Teach basic Chinese language
- Objectives
  - Increase number of partnerships by 10% in state
  - Grow awareness by 10% of Pure MI brand internationally
  - Move MI to 5<sup>th</sup> in tourism spending

## **Bellaire, July 23 2012, Shanty Creek Resort**

### Flip Charts I

- Objective 1: Educate the public and private sectors on how to use MI.org to promote their business
  - Cross educate between industries
  - Have single resource where different organizations can describe what they do, what their interests are
  - Educate about other areas of state awareness campaign, diversity of state
  - Enhancing entire state, customer service
  - Within next 2 years, have the single resource, database
  - Strategies
    - Customer service from the top down, lead by example
    - Media campaign to educate all media and associations
    - Increase awareness and understanding 2014
    - Customer service, learn from five year and seminars and move from there
    - Travel MI newsletter with tips for front desk and other personnel. What to do, hospitality newsletter for employees, enews letter for redistribution, hospitality tips
    - Workshops, utilize the success stories

## **Collaboration, Cooperation and Partnerships**

- Make a Pure MI LinkedIn site to facilitate this
- CVB/chamber begin “tourism” committee in area include restaurants, hotels, city government, attractions, and arts
- Objective 2: Educate on how to create regional collaborations (on general likenesses, similarities, offerings)
  - Statewide collaborations as well
  - Focus on larger collaborative, drill down into regional collaborations
  - Five regions already exist (county → communities)
  - Encourage positive cross collaborations by state government departments
  - Strategies
    - Fishing/hunting collaborating community
    - Promote organizational collaboration with state chamber of commerce and CVB organizations
- Objective 3: Triple partnership money with corresponding increase in state dollars by 2017
  - Perceived value by CVBs/associations/private businesses
  - Assess campgrounds etc. for increased dollars, boat slips, marinas, RV parks, motor coaches
  - Strategies
    - More national campaigns. Get three more and you’re close!
    - Encourage smaller groups to increase co-ops
    - Assess other transient guests at campgrounds, RV parks, marinas, to support more participation in marketing MI
    - Target those with money, sell them
- Objective 4: By December 2013, develop Pure MI campaign for meetings. Industry recognition for meetings and conferences
  - Strategies
    - Survey users of current destination MI program for satisfaction and needs survey those meeting properties that don’t use to find out why. Re-haul
    - Advertisements in large NH meeting pubs (smart meetings, connect, MPI) to promote Pure MI meetings done by Travel MI and McCain Erickson (?)
    - Travel MI establish baseline from public/private sectors, success stories
    - Collaborative campaign of partners participating to display Pure MI meetings handouts, signage, giveaways, etc.
- Objective 5: Develop buy in site through state government for cross state portal, MI products
  - Expand Pure MI “made in USA” site to “made in MI” portal
  - Ex: who makes MI fudge, apples, etc.?
  - Ability to make specific to regional search
  - Encourage cross collaboration by state government departments “positive spirit”

## **Collaboration, Cooperation and Partnerships**

- Strategies
  - Review current sites, condense to “best of” offer as an incentive to Travel MI members to add to site
  - Coordinate different parts of government ag/DNR/Travel on this

### Individual Objectives and Strategies Sheets I

- Objectives
  - Have a single resource for groups to go to in order to learn about other groups or organizations in order to form partnerships. Possibly a website
    - Specifically, for organizations and government, possible password protected so we’re not getting sales pitches (who would be allowed?)
    - Where we all put information in regarding our project and what we are looking to do
    - LinkedIn site for Pure MI to do (b)
  - Strategies
    - Develop a website for collaboration. Possible LinkedIn where associations/CVBs and companies can learn what each other is trying to do
    - Regional collaboration- unsure
    - Triple partnerships money. Get more larger groups to do natural sponsorships. Encourage smaller associations (MSIA) to increase partnership money. This looks good to legislators!
- Objectives
  - Create public/private on using the MI.org web to enhance their businesses (airport)
  - Build partnerships within the region to cross promote mission and objectives
  - State utilize CVBs to promote natural resources
  - Educate regions on the “Pure MI” programs
  - Strategies
    - Create regional tourism board (state→region→district) to assist/facilitate education
    - Assess other transit guests at campgrounds, marinas, RV parks to support more participation in Pure MI and area marketing
    - State chamber and CVB organizations have a collaborative summit!
- Objectives
  - Training of Pride all over MI so that guests experience some enthusiasm and excitement about the state. Service excellence but the collaborative effort of public and private
  - Development of “buy MI” webpage so we can support each other within the state. Also available to conference planners looking to support the local/state economy
  - Better representation/focus/efforts to go after meeting business. Pure MI for meetings
  - Strategies

## **Collaboration, Cooperation and Partnerships**

- Is there a Pure MI LinkedIn group?
- Pure MI meetings: Ads in larger meeting publications to promote “pure MI meetings” and collaborative “Pure MI meetings” of those partners participating in shows
- Objectives
  - Education of the advantages
  - Awareness of “success stories”
  - Recognize and promote those areas doing this
  - Collaboration needs to be a household term. Need to have a program that recognizes these areas using this collaborative effort, promote them and create incentives to continue this
  - Strategies
    - LinkedIn for Pure MI group
    - Workshops and share success stories
    - Recognize areas
    - Meetings
- Objectives
  - Opportunities to cross educate i.e. restaurants to lodging
  - Increase attendance at state tourism conference by 3% each year. Share best practices
  - LinkedIn group for industry
  - Rank in top 10 by 2017
  - Not about me but us
  - Strategies
    - Statewide media campaign all avenues of media/trade associations
    - Increased collaboration and understanding
- Objectives
  - Triple CVB partnerships in dollars with Pure MI
  - 5X private partnerships in dollars with Pure MI
  - All CVBs at 5%
  - All CVBs under \$100,000 budget, all marketing through Pure MI
  - Strategies
    - Triple CVB partnerships
    - Travel MI
    - Establish baseline from public/private sector
    - Target CVBs with most success, use as an example (same for private sector)
    - Go sell them!
- Objectives
  - Better communicate for local entities to become aware of larger opportunities (state partnerships) and to support each other

## **Collaboration, Cooperation and Partnerships**

- Collaborate with other areas → knowledge of other areas will help to partner/cooperate
- Strategy: tourism committee

### Flip Charts II

- Objective 1: Commitment to use local products by lodging facilities and attractions with smaller family run business entities to capitalize on relationships
  - Local farmers/products, restaurants and shops
  - Advertise
  - Helps MI state brand more unique and personal
  - Strategy: Commit to 21% of attainable products within a 100 mile radius
- Objective 2: Include budget (5%) media budget to create PSAs, educate citizens on all benefits of tourism (number of jobs, tax revenues) to local benefit, etc.
  - PSA will take politics out of message
  - Value of tourism will be apparent to general public and local municipalities/local government officials
  - Strategy: Seek grant funds from foundations for PSA/education
- Objective 3: Enhance collaboration between government departments. Combine with tourism messaging
  - Find connections to work more efficiently and more collaboratively to create better message
  - Ex: DNR and trail systems, merge with Pure MI messages to increase effectiveness of advertising
  - Strategy: Audit government departments for marketing initiatives
- Objective 4: Encourage public/private partnerships to participate through a possible tax break
  - Follow Brand USA model (example)
  - Tie to tourism based end product (airline advertising, car rentals, film incentive)
  - Once people get here, they see the state
  - Add incentive for travel industries to create MI promotion programs
- Objective 5: Establish “sister cities” with BRIC cities to encourage travel between-reciprocate promotions
  - Leverage exchange students ties to home for visits, purchasing power, state universities
  - Strategy:
- Objective 6: Revisit Travel MI partnerships program. 42 partners may dilute brand
  - Value of partnership may be less than originally intended
  - Strategies

## **Collaboration, Cooperation and Partnerships**

- Provide incentive for regionalization of destinations
  - Survey return visitors to measure desirability from Pure MI success
  - Measure/survey return visitors on a 5 point scale on enticement from offering partners
- Objective 7: Identify more opportunities for commercial partnerships/collaborations (i.e. Coke rewards)
    - Strategy: MI based national brands ( Ford, GM, Sara Lee)

### Individual Objectives and Strategies Sheets II

- Objectives
  - Establish a sister city/state/province with international partner to encourage travel between the two areas
  - Use local products only promoting some entities with larger awareness i.e. vein, Swiss chocolate, Italian leather, Chinese silk suing Pure MI brand to elevate others. MI by train?
  - CVBs partner with BRIC nations to develop relationship awareness (?)
  - Strategy: Survey return visitors to measure desirability
- Objectives
  - Shift 5% media dollars into PSA to educate MI residents of state goals, economic goals tied to MI tourism
  - Educate MI citizens and consumers about “ESP” of tourism = jobs created, tax revenues that fund other government programs, number of business/towns who subsist on tourism
  - Lobby for tax breaks for companies (i.e. airline, auto rental, etc.) to co-op promotions with cultural and hospitality based small businesses or CVBs
  - Strategy: Pursue “MI based companies to co-op (akin to Coke Rewards) with Pure MI, Ford, GM, Chrysler, Sara Lee
- Objectives
  - Enhance government agency collaborative (DNR ag)
  - Collaboration between industry groups
  - More commercial collaboration i.e. Coke Rewards
  - More regional partnerships to reduce number of Pure MI partnerships (41 partners to many?)

### **Lansing, July 26 2012, The Lexington Lansing**

#### Flip Charts I

- Objective 1: More broadly expand and support the MI Innovative Collaboration Awards Program

## **Collaboration, Cooperation and Partnerships**

- Strategy: Encourage CVBs and other tourism associations to encourage submission award nomination to make 2013 and all succeeding years set new records for submission
- Objective 2: Establish relationships with Michigan's economic development community (beyond MEDC)
  - Strategies
    - Invite local economic development personnel to annual MI Governor's Conference on Tourism
    - Develop co-host and combined MI economic development and tourism industry conference
- Objective 3: Expand and improve relationships with Michigan's agricultural/food industry
  - Strategies
    - Create incentives for stores and businesses to stock MI brand products on their shelves
    - Increase by 40% the number of MI products on shelves of grocery stores by end of plan cycles
    - Grow membership and funding for MI culinary tourism alliance
    - Develop and distribute ideas for how tourism properties/attractions can advertise and promote use of locally grown products and services
    - Better collaboration with parks, recreation, and DNR
- Objective 4: Leverage opportunities to support advocacy/interests of the industry that overlap with those public sectors
  - Strategies
    - Determine what the state department's strategic interests are
    - Exploit cross-talk opportunities by government departments and industry representatives

### Individual Objectives and Strategies Sheets I

- Objectives
  - Double the number of Pure MI/destination/city partnerships by 2017
  - Create interest related partnerships to improve products, increase promotion, leverage tools and individuals (ex: trails, gourmet dining, you-pick/farm markets, fishing paddling)
- Strategies
  - Rally around an industry/interest trails for example
    - Identify a lead for an interest partnership they step forward
    - Organize a group of all potential partners
    - Create a strategic plan for industry

## **Collaboration, Cooperation and Partnerships**

- Objectives
  - Increase awareness and value of partnerships
  - Create an inventory (database), who they are and what they have of who and what
  - Strategies
    - Four goals, what needs to happen to foster cooperation
    - Build relationships between public/private sector
    - Support each others industry have a common access area make the partnerships, easily accessed to the small, private businesses
    - Better communication between organizations
    - Create inventory of partnerships by 2013
  
- Objectives
  - Engage business to align with public resources such as associations
  - Educate the importance of our travel industry to our economy
  
- Objectives
  - Increase awareness of partnership opportunities and value of partnering
  - Expand opportunities for partnerships (different markets, interests, promotional items/niche areas (hunting, arts, etc.))
  - Dollars to help private industries and organizations have money to partner (legislation to remove over burdensome regulations, fees, taxes)
  - Strategy: create an easily accessible database of who and what potential partners and what they bring to the table
  
- Objectives
  - Get a handle on who the partnerships could be and what they bring to table
  - Think of partners before replicating at the state level. Think first of partners
  - Recognize partner contributions
  - Spread information at the state level to create awareness of partners
  
- Objectives
  - Better communication with organizations that promote MI recreational opportunities. Partner with those groups, MI Snowmobile Association, MI Trails and Greenways, other trail user groups, other internet groups

### Flip Charts II

- Objective 1: By 2017, focus on creating “community of interest” partnerships (need 6 minutes) trails, hunting, fishing, agritourism, statewide associations, etc.) lodging, all aspects of infrastructure
  - Strategies
    - Community partner champions need to help rally other partners (public/private) One organization by 2013 to identify champion
    - COR teams need to create strategic plan to unify goal to move forward

## **Collaboration, Cooperation and Partnerships**

- Objective 2: Increase the awareness and value of potential partners
  - Strategies
    - Increasing awareness of potential partners. Create inventory of potential partners and what they bring to table by 2013
    - Increase awareness. Create fully equitable and accessible website linking partners around a specific region e.g., US heritage route 23
    - Work with artists and art groups
- Objective 3: Help private industry and organizations have money to partner with Pure MI
  - Strategies
    - Remove over burdensome fees, taxes, and legislation to free financial resources
    - Grants public/private
    - New grant opportunities will be available to support through (council of MI foundations etc.)
    - Increase foundation and corporation awareness of need to partner with this initiative

### Individual Objectives and Strategies Sheets II

- Objectives
  - Invite local economic development personnel increase to MI tourism conference
  - Give tourism presentations at economic development conferences/meetings
  - More broadly support/expand MI innovative tourism collaboration awards program
- Objectives
  - How to increase public private partnerships pay non pay partnership
  - Locally grown and made in MI
  - More MI products in stores

### **Kalamazoo, July 30 2012, Holiday Inn West**

#### Flip Charts I

- Objective 1: Expand and diversify audience and attendance at governor's conference on tourism
  - Strategies
    - Area CVB directors commit to being two new participants via direct marketing effort
    - Make attendance affordable based on size of organization or other measurable
- Objective 2: Develop and expand regionalism between CVBs and strategic tourism partners

## **Collaboration, Cooperation and Partnerships**

- Semi annual regional meeting with finance ??? at key state entrances to the area i.e., Contact SW Michigan via web links
- Promotional partnerships collaborate on larger promotional activities to increase attendance for spending by \_\_%
- Regional plans to support state tourism plan
- Objective 3: Create better access to MI through high speed rail and new bridge to Canada
  - Strategies
    - Encourage individual communities to be involved in funding for high speed rail
    - Identify funds to complete high speed rail from Detroit to Chicago to open tourism

### Facilitator Notes I

- Unifying bus tour promotional efforts statewide (Pure MI sports collaboration example)
- Completion of high speed rail (Chicago, southeast MI, Detroit)
- Partnership between tourism industry and universities to communicate to students the strong points of MI. The goal being to retain the student population post graduation
- Cooperate and partner with Canada
- Unifying customer service standards, standardized training program
- More communication between legislators and tourism professionals
  - Support for Pure MI funding
  - Support for tourism industry statewide
  - Expand attendance at governor's tourism conference beyond hotel/motel and CVB
- Develop better regionalism between CVBs (SW, SE, NW, NE, UP). Committees, websites, promotional partnerships (smaller venues and festivals)
- Increased awareness of winter activities and alternatives
- Continued support from top down (governor's office for tourism industry)
- How do you communicate the importance of Pure MI outside the tourism industry?

### Individual Objectives and Strategies Sheets I

- Objectives
  - Expand attendance at governor's conference
  - Market to key events/attractions/service providers to participate in Pure MI matching funds program
  - Expand bus tour marketing on a statewide basis
- Objectives
  - Cooperate and partner with Canada for easy access
  - Increase awareness of winter partnerships
  - Increased involvement of our student populations in partnership activities

## **Collaboration, Cooperation and Partnerships**

- Objectives
  - Customer service training (unified cast) standards
  - Educate stakeholder on statewide/regional offerings (statewide success, not regional competition)
  - Regional promotional partnership (promote statewide success not individual success)
- Objectives
  - Cooperation between legislators and local tourism stakeholders in their districts
  - Governor who continues to relay the importance of tourism in this economy
  - Regional tourism forums two times a year and to encourage and help competing counties, municipalities join together to work on regional promotions and/or partnerships
  - Strategy: regionalism → communication, legislators, develop strategic partners
- Objectives
  - Regionalism between CVBs
  - Work with all stakeholders to maximize resources i.e., advertising
  - Develop sponsorships with corporations
  - Participation with Pure MI regionally/nationally
  - Create a great value region by states
  - Strengthen Detroit image
  - Move competition, high speed rail to bring visitors out via Chicago and Detroit

### Flip Charts II

- Objective 1: Continue the growth of private non state funding support for Pure MI campaign, explore option to create a foundation for future funding
  - Strategies
    - Survey methods for securing private funding support for the Pure MI campaign
    - Membership dues tax-exempt donations
    - Partner with a hotel chain (e.g., Holiday Inn) to create a passport travel package that offers discounts/experiences for returning or visiting various MI destinations
    - Licensing fee for Pure MI
- Objective 2: Expand awareness and value of governor's tourism collaboration awards
  - Strategies
    - Promote collaborative partnerships for awards/recognition throughout industry at all times during the year
    - Media releases
    - Spot on Pure MI page
    - Free advertisement in travel ideas

## **Collaboration, Cooperation and Partnerships**

- Objective 3: Build trust first, then create a unified voice and message for the tourism industry to legislator
  - Strategies
    - Develop common messages from network communications in number 2
    - Conduct symposium of leadership from industry association to create a unified voice to elected officials (MACVB, MLTA, TICOM, Travel MI)
- Objective 4: Encourage affordable regional networking opportunities for the tourism industry. Share goals and share success stories
  - Strategies
    - Engage with MEDC regional groups attend meetings
    - Monthly webinars by Travel MI
    - Revitalize interagency tourism group within state government
    - Inventory educational opportunities for all aspects of the industry recognizing time and financial limitations exist for many

### Facilitator Notes II

- Create a network in which you share common goals
- Some place to share success stories
- Provide seed money for initial project and expansion projects
- Create competition for best private/public collaboration awards and expand value or winery GTIC award (?) and free advertisement in MI travel ideas magazine
- Build trust first then create a unified voice and messaging for the tourism industry to the legislator
- Develop an inventory of public and private tourism attractions on both state and regional levels (print/online)
- Continue the growth of private non state funding support for Pure MI campaign, explore option to create a foundation for future funding
- Encourage more affordable regional networking opportunities for the tourism industry how do you foster
- Data question: do measures association and other tourism association have national organizations or other mechanisms for crossing stakeholders

### Individual Objectives and Strategies Sheets II

- Objectives
  - Develop inventory of public or private tourism attractions on both state and regional levels
  - Identify potential tourism opportunities to increase attraction to specific locations
  - Package tours of similar and compatible activities
- Objectives
  - Continue growth of private/non-state financial support for campaign

## **Collaboration, Cooperation and Partnerships**

- Develop marketing themes by niche and/or geographic area/region
- Promote notion of tourism jobs can never be out sourced
- Objectives
  - Continue collaboration awards at tourism conference
  - Encourage more opportunities for affordable networking opportunities for those members of the tourism industry who are not hoteliers and develop partnerships
  - Allow people to engage at different levels
  - Revitalize interagency tourism group within state government and assist with these efforts

### **Frankenmuth, July 31 2012, The Bavarian Inn Lodge**

#### Flip Charts

- Objective 1: Develop connection between tourism organizations
  - Strategies
    - Mentoring program for tourism businesses
    - Develop local organization partnerships with state partner (reciprocal)
    - Develop two way to Travel MI
    - Develop connection to small businesses
    - Give access to (?) regions to each other for questions, mentoring, etc.
    - Chat room on MI.org for industry
    - Industry forum
    - Conference sessions at annual conference for idea generation
    - Travel MI comm<sup>n</sup> piece to share insight and updates (like old newsletters did)
    - Needs assessment of what tourism business would like
    - Like notes (e.g. tourism industry marketer session vs. just hotels)
- Objective 2: Retain 42 partners and \_\_ growth
  - Strategy: measure effectiveness of existing partnerships
- Objective 3: MI and Brand USA with state to increase local international promotion
  - Strategies
    - Partnership opportunities with Brand USA and MI and include (not (?) Great lakes)
- Objective 4: Develop shared databases (e.g. recreation associations into one database to promote all recreation offerings to logical target market)
- Objective 5: Increase partners with MI based or MI interest corporations
- Objective 6: Collaborate with state departments with tourism interest

## **Collaboration, Cooperation and Partnerships**

### Facilitator Notes

- Develop mentor program for tourism businesses, give access to ont (?) of region businesses to gain more ideas etc. (email, phones, chat rooms)
- Strategies
  - Tourism conference session on idea generation
  - Develop internal business to business piece (just for the 14,000 partners, like the old e newsletter)
  - Increase connectivity with Pure MI, communication
  - Needs assessment of what business would like in it
  - Develop a forum for feedback to Travel MI (more one way now)
  - Develop industry chat room
- Build conference further to address multiple tourism individuals and various roles within. May be intimidating to certain groups and cost increases
- Develop like “roles” meetings and conferences vs. MI tourism event planning conference, MI marketing directions
- Address needs of small businesses in tourism
- Connections in Pure MI association partnerships to local market
- Local community connection to MI agriculture council
  - CVB meeting by agriculture council local providers
  - Dairy industry
  - Foster partnerships with businesses that don’t see logical value
  - Themed itineraries by industry agritourism...
- Develop MI partnerships with state to do greater than international promotions
  - Brand USA to Travel MI, CVB partner to Travel MI to create a state vs. Great Lakes regional presence
  - MI s/b greater than representation in Brand USA
- Retain 42 partnerships (then grow to x number). Insure they are successful
  - Evaluate existing partner effectiveness and return of effectiveness. Are clicks up or down on mi.org?
  - Evaluate partnerships that have failed
  - Continue to develop partnerships of value to partner (re-evaluate regularly)
- Advance the brand, core partnerships that buy value to each
- MI based or MI interest partnerships that seem greater than MI residents
  - Car industry, Chrysler advertisement with Eminem, Pioneer Sugar, DOW
- Collaborate with other state departments that impact tourist experiences (trails, roads, public health department)
- Develop a recruiter (share rec association) databases into due collective resource to communicate (develop partners)

### Individual Objectives and Strategies Sheets

- Objectives
  - Cross marketing/promotion

## **Collaboration, Cooperation and Partnerships**

- Communication improvements if needed (meetings of marketing directors etc.)
- Objectives
  - Communicate the need to organizations
  - It's important that government organizations are approachable and understand the big picture of who is going to do what
- Objectives
  - Get everyone on the same page (communications)
  - Work with others not against them
  - Stay focused on the issue/problem
  - Finish everything you start (good or bad)
- Objectives
  - Foster collaboration culture of public-private cooperation to keep growing MI tourism economy
  - What is in it for me needs to be communicated effectively to the newcomer, the little guy. Show success story on collaboration effort
  - Think outside the box, how does agriculture impact your market, FBI (?) does this well with providing MI dinners ???
  - MI.org needs to highlight regions and goal themes instead of those tourist destinations with deep potholes
  - Every business should have 3 partners to be accountable to throughout year, check in online
- Objectives
  - Develop MI destination partnership opportunities to market internationally (Brand USA)
  - Nurture the Pure MI partnerships that currently exist to continually improve the program and be prepared for managing growth of partnerships
  - Collaborate with other state departments to improve areas that impact the visitor experience (roads, trails, etc.)
- Objectives
  - Canadian dollars at par
  - Recreation associations share data buses with state to develop recreation database to market to
  - Encourage and increase matching funds
  - AAA collaborate communication from Travel MI and feedback

## **Collaboration, Cooperation and Partnerships**

### **Grand Rapids, August 2 2012, Grand Valley State University**

#### Flip Charts

- Objective 1: Develop a coalition of all regional players by MEDC district to allow for networking and meeting community needs
  - Strategies
    - Information proactively shared through communication
    - Build database of state agencies, associations, private business key to industry including local government agencies, chambers, CVBs, etc.
    - Create training component to explain and encourage networking and collaboration
    - Sure MI, fostering collaboration efforts with awareness raising

#### Individual Objectives and Strategies Sheets

- Objectives
  - Identify need then partner organic
  - Collaboration with construction schedules (local, county, state, federal)
  - Local ordinances with regard to signage, events
  - Partnerships between multiple agencies with ties to tourism (MRA, MLB, MBG, MAPP, MDARD, MEDC, MDOT, MDNR)
  - Better cohesion between businesses and lawmakers and local government and sharing
  - Awareness of collaboration with use of Pure MI
  - Cooperative advertising
- Objectives
  - Develop collaborative bodies in MEDC by region with a template structure and purpose incorporating state agencies, local governments, CVBs, chambers, and other? To meet a need
  - Sharing industry contact list to increase collaboration
- Objectives
  - Cross-departmental, municipality, agency approaches to tie into tourism i.e., MDOT, MDNR, Grand Rapids, Ottawa county, west MI tourist association (like Pure MI branding to MEDC)
  - Cooperate campaigns with cross promotion that hybridize messages to confluence
  - Leveraging of regional efforts to couple with Pure MI campaign (basically increase in regional partners)
  - Cooperative multi-channel campaigns (no specific thoughts)

## **Collaboration, Cooperation and Partnerships**

- Objectives
  - Identify a community need that enhances the economic well-being of the community while serving the interest of specific community members and then engage the stakeholders in the project

### **Mackinac Island, August 15 2012, Grand Hotel**

#### Flip Charts

- Objective 1: Review partnerships for Pure MI to be better guardians of the brand (regional/local partnerships and commercial partnerships with national or signature MI brands)
  - Strategies
    - Establish a brand goal. Limit all partnerships that don't enhance goal
    - Establish board and criteria for use of Pure MI marque
    - Provide incentive to encourage larger geographic collaborations to reduce the dilution of the Pure MI brand
- Objective 2: Pursue partnerships that develop new types of collaborations around cultural and historical resources
  - Strategies
    - Identify experts in cultural historic resources to help develop educational programs that get national and international attention
    - NPS and county, tribe and county, historical commission
- Objective 3: Increase number of partnerships and develop broader base of collaboration from other industry segments that benefit from strong tourism
  - Strategies
    - Encourage county-level investment in tourism and recreation. Maybe they will stay (equals dollars in tax base)
    - Provide tax incentive for business that engage and contribute funding for Pure MI
    - Continue to celebrate best practice examples of collaboration
    - Educate industry sectors on how they benefit from a strong tourism economy (convenience stores, retail, gas stations)
    - Bring groups together to cost-share at promotion events (chambers, county, hoteliers at Chicago Boat Show)
- Objective 4: Create more collaboration between government departments
  - Strategies
    - Trail tours, MDOT, DNR, counties trail groups, and users
    - MDOT heritage routes
    - Audit department initiatives to find common programs

## **Collaboration, Cooperation and Partnerships**

- Objective 5: Develop cultural vision that inspires private investment and commitment that benefits the property and attracts tourism
  - Strategies
    - Restore a historic resource to inspire investment in time and money
    - Provide resources and assistance to communities to develop and identify their cultural and historic resources

### Facilitator Notes

- Partner with industries to make travel easy for state and county (i.e. Blue Cross)
- Create more collaboration between government departments (DNR)
- Pursue partnerships that develop new types of collaborations around cultural/historical. Park service, tube, Cranbook, service center, DIA exhibit on island
- Incentives private development of cultural assets (GT hospitality state theatre)
- Partnership between state and local agencies on strengthening infrastructure things like broadband
- Broaden base of collaboration from other industry segments that benefit from strong tourism economy (retail, convenience stores, gas stations)
- Develop culture/vision that inspires private investments and commitment that benefits the property and attracts tourism
- Commercial partnerships with national brands or signature brands to further Pure MI brand (developing more criteria)
- Expand geographic partnerships

### Individual Objectives and Strategies Sheets

- Objectives
  - Create more collaboration between government departments (ag and DNR)
  - Develop more collaboration for funding from other business sectors that drive benefit from a strong tourism economy
  - More commercial engagement with Pure MI brand (similar to Coke Rewards program this summer)
  - Expand regional (geographic) collaboration to reduce brand dilution of Pure MI
- Strategies
  - Tax incentive for businesses that engage (contribute) funding
  - Educate other industry sectors on how they benefit from a strong tourism economy
  - Do research to understand the value of tourism to other business sectors
  - Provide financial incentives for developing geographic partnerships to reduce dilution of the Pure MI brand
- Objectives
  - Form a super lobby of all stakeholders that benefit from travel

## **Collaboration, Cooperation and Partnerships**

- Learn how travel can help and assist with other MI business
- Partner with industries to make travel easy for out of non residents (national and international) (i.e. health insurance)
- Strategies
  - Establish a brand goal. Protect brand by not extending it beyond goal
  - Identify what looks to be a loss and see how they can be converted into cultural assets
- Objectives
  - Pursue partnerships that develop new types of collaborations i.e. for cultural efforts that bring in tourism for instance county and NPS, county and tribe, county and Cranbrook, science center
  - Gather various organizations together to cost share at expos etc. for mutual gain, state gain i.e. Chicago boat show
  - Develop a cultural vision that inspires private investment to showcase MI's unique sources (historical commission)
  - Strategies
    - Identify experts in cultural and historical resources to help develop educational opportunities that can be widely promoted, state and nationally (county/NPS, county/tribe)
    - County-level participation and investment benefit in increase in tax base from tourists who end up buying property
    - Bring groups together to promote specific region/state (chambers, county, hoteliers, Chicago boat show)
- Objectives
  - Transportation mode incentives
  - Establish criteria to establish relationships between Pure MI and retail partners
  - Develop media relationships between Pure MI and regional media entities
  - Strengthen programs that incentivize private redevelopment of cultural assets
  - Partnership between state and local funds to increase connectivity in communities