

Notes from March 27 Visioning and Goal-Setting Session

This document contains the notes recorded by participants at the March 27 2012 vision and goal-setting session. Materials have been transcribed verbatim from each set of materials. Eight sets of materials are presented, one for each of the eight goal themes.

The eight goal theme areas were identified based on evaluation of the previous plan and preliminary discussion with a subset of the Travel Commission. The eight theme areas are (in alphabetical order):

1. Collaboration, Cooperation and Partnerships
2. Funding and Financing
3. Natural Resources and the Environment
4. Product Development
5. Promotion, Marketing, and Communications
6. Public Policy and Government Support
7. Research and Technical Assistance
8. Service Excellence

Discussion was led by a team of trained MSU facilitators. There were three main activities, focusing on: (i) defining the theme and understanding its significance to Michigan's tourism industry; (ii) defining the future of the theme, i.e., how it would look in an ideal future state; and (iii) first drafts, or elements of a first draft, of a goal statement.

Notes from March 27 Visioning and Goal-Setting Session: Collaboration, Cooperation and Partnerships

Defining the Theme and its Significance

MEDC, Pure MI great partnership opportunity
MLTA, MEDC, MACVB great collaboration
Not much discussion of our loop to B to B (DT Association, DDA's, MML) chambers especially with smaller communities in rural areas
Now we all have a place in the tourism wheel

"On a good way"
Channels are open
Some good foundations *illegible*
Everybody is happy with PM campaign and enjoying profit from it

I believe we are moving in a great direction with industry partnerships, especially those offered by Travel MI. However, I also believe we sometimes highlight even more our state's best known destination rather than introduce new locations to current or potential visitors to MI> I also feel we are sometimes territorial (geographically) the visitor does not care about any of this- they want to go where the product is, nothing more, nothing less

Good start. Still have regional rivalries/competition. Some have stepped up to the plate in a big way others are not engaged
Regional partnerships strong, but partnerships outside region still not common
Need to fund partnerships based on verticals/interests rather than geography

Unification in messaging... somewhat disconnected

Very important- particularly in this day and age of limited resources that we all work together to avoid duplication and all speak from the same sheet of music

Strong chain of requires strong links- analog to auto industry- manufacturers, reps, equipment suppliers, all working together- apply to tourism- all facets of MI working to highlight the state by involving each geographical section with their strongest USP
Lots of concentration on SE MI needs to incorporate more areas- SW/central/north

Accomplishment
Solid, could see improvement

What one business doesn't have, I have seen many other businesses give (small business to business)
Pure MI with Coke

We are just scratching the surface
Haven't even identified many of the possible collaborators
Potential is much greater than the accomplished
Just beginning to get the word out to potential collaborators

Collaborating, cooperating, and partnering with organizations to promote our tourism industry

Partnerships- Coke

Cooperation- properties, CVBs, restaurants

Collaboration: all parts of the state are coming together for one purpose

Defining the Future of the Theme

Financial industry is instrumented by providing small business startups for attractions
MEDC and MDOT collaborated on community enhancement plans and incorporate a net aspect into system to ensure investment success (i.e. facades, business recruitment to help shape culture)

Rural and urban seamless info for experiences

Every group is well connected

Communication is open and well established

Illegible ... east to collaborate and synergize

The industry has a clear leadership

There are no losers in the industry

Themed tours/trails by interest, not geography

Dedicated funding support from legislative that incorporates private partnership dollars to increase

Infrastructure which is consistent throughout state (quality of roads, signage, welcomes)

Michigan is known as premier destinations, especially in the Midwest, for a whole host of activities. Focus on vertical

Have interests in geographic regions working together to promote a "MI" experience, making it easy for visitors to tailor their trip to their interests

Destinations talk outside of region on regular basis to see what is working, store successful ideas

More cooperation between promotional politics

Case in point Munising the "western gateway to world famous pictured rocks"

NL and Hinwathas?

COC

Explore Munising

More cooperation between state agencies

For whatever the incentives to come to MI (golf, fish, boat, snowmobile, attractions, etc.) you taken step by step on how to get to your destination and accomplish your goals easily

More technology opportunities to book a trip on one site. Complete with videos and virtual tours of specific points of interest

Synergy among industry cooperation among commercial interests and government/private sector

All destinations are connected/there is promotion to go from one leisure/urban area with tourism spots on the way

Visitors do not feel they have to sacrifice one activity for another

You would have to have a lot more/better of all
Better and more functional partnerships
A focused vision that takes all parties' thoughts and needs into account
More cooperation to a better tourism industry state whole and not just individual areas

There is wide understanding of the value of agritourism to Michigan's economy and fun
There is close linkage between where people want to go and providers of means to get there
There is the availability (online or however) to plan a varied Michigan experience on a regional basis

Urban destinations are promoted and partnered with leisure destinations
Multiple partnerships are collaborative

Elements of a Goal Statement

Tools, structures exist and are being used

Infrastructures

Duplications of services are eliminated

Public/private partnerships

Common understanding of mission

Clear understanding

Create multi-dimensional partnerships which increase visitation (visitor spending revenue)

Continued commitment to promoting an inclusive "MI experience"

Embracing commonalities to deliver a seamless travel experience

To reduce fragmentation and duplication among promotional entities

To encourage public and private, state and federal organization to work together and maximize their resources

Collaboration statewide with manufacturers, tourism, and agriculture- common industry goals to promote state at business and consumer level. Common messaging (not competitive)

True synergy

Cooperation

Financial success, measureable

Work as one

Adhere

Invest technology dollars- public, corporate, private sources- to broaden and deepen info on internet by personal interest categories

Who is travelling, how long, transportation method, trip budget, and specific interests?

Identify and categorize all potential parties of interest who could be part of the collaborative process

Identify the barriers to these potential parties becoming part of the collaborative process

Identify means to tear down the barriers

Being collaborating!

Bring in facilitators to brainstorm all over MI to ID synergies

Better infrastructure

More focus on technology

Synergy

Emerging
“Michigan Experience”

Notes from March 27 Visioning and Goal-Setting Session: Funding and Financing

Defining the Theme and its Significance

Job creation: goal to restore lost jobs and create more 220,000, quantify, equate to dollar volume of spending, equate to number of visitors, equate to PM budget needed to achieve goals

It is to our industry's future. First to fund promotion (public funding) to generate growth-then to generate research (private funding)

Survival-sustainability

Today: adequate but not good *illegible* for promotion

Inadequate for capital/infrastructure investment

Will allow for presentation of Pure MI (promotion, capital investment, development, education, hospitality training, and research

Recovery/repurpose/reinventing

Collaboration

Illegible... to legislative process and budget procedures

Better than the past 2 years

Illegible

Important to driving new business to MI

Important to maintaining infrastructure

Important to generating new venues, attractions to maintain existing venues

Long-term sustainability

Growth of an industry that contributes to growth

Positive (more than before) but not long term

Non stable, but directed by state

Politics or roadblock

Defining the Future of the Theme

PM funded at \$60 million/year since 2012
PM international at \$5 million/year + in kind + match
220K tourism jobs- increase of 58,000 since 2011
Dollar volume of tourism \$ up \$
Visitors up
Some additional funding for small communities that cant afford to *illegible*

Permanent TIF funding (no cap)
A minimum funded amount greater than 25 million, around 50 million
That was legislate until TIF reached that amount
Funding model places us at least #4 on list of state funding

A funded commitment for financial support of the tourism industry that allows us to compete with other states
A focus by government and members to build the industry

Non-political funding each year
Travel commission-planning campaigns 12-24 months out
Create jobs more than exported
Inclusive other businesses in tourism areas

“State funded”- hospitality training-info
PM campaign is known worldwide
Zones type of public/private partnerships developed- assist. Challenge areas- infrastructure and promotion
All regions work with PM to promote their areas
Thousands of new jobs/tax incomes from travel spending

Permanent tourism promotion is in place with indexing for inflation
MI has great roads
The full legislature understands and supports investment in promoting MI tourism product
MI is the envy of other states

Promising/exciting
Encouraging innovation
Collaborative (public/private sectors, political parties, etc.)
Well defined and organized
Sustainable
Opposite of some of the present negatives: *illegible*, growing rates then stalled, non volatile to volatile, dynamic vs. complacent

Legislative priority
Illegible funding mandate
Significantly increase funding

Collaborative public/private sector partnerships

Illegible awareness

Appreciation program

Corporate partnership Pure MI branding

Improved infrastructure

Promotion funding has increased to move MI from 14th in total spending to 5th or 6th

Jobs and tax revenues have followed suit creating more growth in MI's economy

Capital improvement have flourished with gross revenue increases- this increasing master

(?) satisfaction

Funding for industry research is now available from private sector (industry-trad- CVBs-

foundation

Elements of a Goal Statement

Consensus as priority
Measureable improvements/results

Create sustainable increases in total tourism spending (move MI from 14th to 5th)

Create 55,000 to 65,000 new tourism jobs by 2017 move to 5th place in total tourism rev
(among states)

Achieve 29 billion in tourism spending

Obtain legislative support for funding
Receive adequate funding to effectively promote MI
Employ more people in tourism industry
Provide unforgettable MI experiences
Generate measurable, verifiable data

Adequate and appropriate amount
Responsible/results

Consistent funding
Competitive funding
Provide sustainability
Promote tourism
A commitment to grow the tourism industry
Sustainability

Adequate, funding, secure, permanent, for all strategic plan initiatives

Notes from March 27 Visioning and Goal-Setting Session: Natural Resources and Environment

Defining the Theme and its Significance

It provides spectacular background but affords endless recreation. It helps us reconnect to what is important

Stressed- low budgets for promotions and preservation

Greatest tourism value

Our natural resources are a major contributor to our tourism

Uniqueness to MI sets us apart from most states- drive to Michigan

Great Lakes freshwater capital

They are being used, but not all showcased

Our natural resources are an attraction: great lakes

Michigan wouldn't be the same with polluted air and water. We need to take care of the environment

Slowly people are realizing the importance and starting to do things to help. Recycling going green

Natural resources and environment are the foundation of what make the MI experience unique or Pure. There needs to be an effective way to increase knowledge and understanding of natural resources without wrecking the, for future generations. From grapes which make wine or soybeans and beets we must educate people so they will learn to appreciate what we have.

Decent. Not enough awareness. Tourists don't cherish the resources. They don't know to recycle. Leave only footprints

MI's parks, trails, harbors, and boating access sites provide access to experiences in outdoor adventure, while improving quality of life and supporting local economies

MI needs to overhaul its communication pathways related to natural resources to improve access, quality of life and local economics

See it from the customer view, not funding

A balance between protection and preservation and exploitation and marketing

Future land use planning essential

Brownfield redevelopment into productive use

Agri tourism key component to strategy criticize exportation of agriculture and *illegible* to promote Pure MI brand globally

Natural resources- intact ecosystems are essential to the tourism business

People are looking for clean air, clean water, beautiful scenery, healthy vegetation, and healthy wildlife

Great deal of beautiful and relatively healthy ecosystem

But should be alert. Asian carp, invasive species, and impacts of *illegible*

Preservation, reservation (?) protection should be an important part of the Pure MI vision.
The image of PM is directly related to the national assets and the state's cleanliness, beauty,
and accessibility

Provide the visitor experience they expect more
Attention given to Asian carp

Passport program! Kayaking, camping, beaches

We have great natural assets that we want to promote via tourism (in state, out of state,
internationally) without having it be exploited

Show people what you have and how they can take advantage of it. Park and its activities
Environmental, agricultural, sustainable and diversity tourism

Differentiations are critical to win and Michigan natural resource are as good as anything
else in this country

I would hesitate to concentrate just on one aspect of these abundant resources other than
fresh water (focus groups)

Colorado has world class water resources, only think of skiing
Environmental tourism

Michigan has unspoiled nature, lots of natural resources, and a great outdoors

The summer temperature is comfortable and the winter offers exciting snow sports.

Snorkeling, skiing

The change in seasons is magnificent

Not just Detroit/urban area

Beautiful sites- national lakeshore, parks, outdoor recreation, trails

Memorable moments, making memories with family

Lakes and shoreline

Outdoor activities for everyone

Where they can find

Fall features/seasonal

Fishing, year round opportunities

Outdoor activities, usually within close proximity to urban activities (balance)

Need better promotion of natural resources

Need more funding for management and enforcement

Eco tourism, environmental tourism, uniquely MI

Heritage education

Diversity of activities

Heritage, image/brand-pure, by industry, multi-generational

Under appreciated/utilized by traveler

How does Michigan rank for NR diversity

Defining the Future of the Theme

People utilizing all of the areas including parks
People socially responsible

Every public place has “green” items: parks, hotels, restaurants, zoos, colleges, nursery homes, etc.

Toilets that use less water recycle bins, building with recycled products

People having taken pride in their natural surrounding and have an awareness. Farmer markets, breweries and wineries are thriving. There is no longer a stigma with country living rather an appreciation of country travel

Pride, awareness, no stigma with going natural/green, thriving wine and beer

There is a “tool” that provides one-stop access to all natural resources. It allows me to search by interest then shares info on the communities surrounding my chosen destinations

There is an entrepreneurial movement offering resource based products and services

The culture in MI is one that appreciates and utilizes natural resources

Local communities have collaborated on targets, regional assets to promote

Visitors have gained an appreciation for MI's nr

DNR and DEQ MDARD quality of life group have developed mutually beneficial public policies to protect and preserve MI's NR

The industry (including its partners) have been outstanding stewards of the state's natural and cultural heritage

The industry is a model of the best sustainable practices

Control of invasive species

Success with CSO identification and clean up

Strong recycle, reuse, and reduce program statewide

Outdoor activity inventory and marketing

Year-round recreation increase via residents and tourists

Sustainable tourism leader and residents practice it

World-class parks

Active state

Farm to table is common practice

People take pride in their resources

Recognized as the nation's leader in eco/environmental tourism practices and visitors

Recognized as having the greatest value and accessibility to its NR in the US

So much business to Sleeping Bear Dunes that the bear woke up!

Ski resorts are booming
#1 boater registration
New outdoor sport- "ski shoe" from Marquette Backcountry

Locations

More seasonal visitation
People love so much that they keep it clean and spread the knowledge
More education about our NR/tourism
Pure MI workshops
Seminar: "Become an active state"" and incorporate NR into curriculum

Add NR to curriculum

Ski shoe
Comprehensive catalog of offerings with usage guidelines
Increased usage appreciation by locals and visitors
Award winning sustainable eco-recycling programs/systems
Increased programs focused on one of a kind heritage
Limitation of invasive species
Keep it local (agriculture/wine/beer)
International recognition as a destination
Resurrection of family farms/agriculture
Identify new recreational activities (freshwater surfing and ice sailing)

Elements of a Goal Statement

Preserving its entirety
Accessibility
Stewards

Use unique features
Implement
Accessibility
Stewardship

Acquire/foster/develop statewide awareness of the place
Natural resources and the environment play in our ID as a state
Educate, inspire
All season inclusive

Improved access through natural and ability based communications
Historic and cultural resources
Which positively impacts the image of

Resource stewardship
Raise awareness
Protect and preserve
Market
Recycle
Coordination

Outstanding stewards of natural and cultural resources (heritage)
Model of sustainable practice
Michigan great outdoors
Active
Preservation
Heritage
Cultural
Adventure tourism
All seasons, all inclusive awareness
Traditional America

Sustainable
Accessibility of NR
Cultural historic preservation
Increased emphasis on or between agriculture and tourism
Majestic-magnificent- unspoiled- Michigan will be recognized

Majestic
Unspoiled outdoors

Magnificent
Abundant resources

Stunning
Mesmerizing
Memories
Education, discover

To be recognized as an international steward in preserving sustainable natural and agricultural resources

Notes from March 27 Visioning and Goal-Setting Session: Product Development

Defining the Theme and its Significance

PD is important especially the way technology is changing the way we travel
Tech driven apps- initiating planning

New products mean new opportunities to attract visitors and get regulars to come back again

There are great products in MI- need to find ways to collaborate and cross promote with themes

Themed itineraries, immersive experiences, take what we have and repackage it

Transportation systems

Food destinations

Pure MI has started it

Art, gold, wine, beach, beer, outdoor, technology, electric car, global target

Pure MI as a product

Beer state

Festivals and events

Product= water (everyone wants it)

Encourage people to post video experiences

Ultimately, the industry is sustained by the attractiveness of the MI product offering

If we want to be a global player, we need globally attractive product. We have international upscale attractions

Product development- wind industry, trails, new upscale hotels and resorts, cuisine locally grown food and homemade products, art festivals

MI is the product

Change way we travel, electric car changes *illegible*

Beer and wine

Package things

People- ambassadors

Transportation

Fresh waters

Global connection- technology/leisure

Consumer

New upscale cuisine, become year round product, promotion

Elective green, *illegible*

Immersive experiences

Education standard, get experience

We need to continue to invest back into the state to build year round value
Getting much better, but need to work better together throughout the state

Pure MI is a product/brand that describes the water, parks, and attractions that they offer

Defining the Future of the Theme

Super rail system in place
All hotels and restaurants have charging stations
Businesses have properly trained employees in customer service

Real life, unique experiences
Simple/clear/consistent products and message
Cutting edge technology

Technology applications for all tourism products make it easy to get around and explore the state's offerings: destinations, food, retail, outdoor, urban, suburban etc.
I find many one of a kind immersion experiences
I can take rapid transit anywhere and connect to remote places via green transport systems including cars, *illegible*
Michigan citizens are excited and happy to speak positively of their state

Multilingual- diversify
Recreation, cultural, educational
Flow- good neighbors
Ease of travel from DTW to all corners of the state
Technology= consistent message from all areas of the state
Pure MI is a way of Pride in life

Technology
Michigan- go back in time with technology
City-wide families
International marketing
Rapid green transit
Awareness

Hands on experiences
Green- water- *illegible*
Tech based on individual wants
Simple, clear, consistence
Cutting edge tech, free Wi-Fi
Rapid transits, green tech, connect urban and rural
High level of awareness of MI
Pure MI a way of life
Microchip bracelet

Tech changes- parks Wi-Fi capable
CUB/FAM tours for tourism field
Better attitude

Transportation- buses, rail

Tech, apps
Customer service, MI pride

Elements of a Goal Statement

Creating a tech savvy and eco friendly MI with ease of access for visitors to our state (and the Michiganders will be proud to call home)

Deliver enhanced visitor expectations

Innovation, collaboration, deliver enhanced visitor expectations

Improve/focus on Pure MI's most important, or first, product: people

To create a unique and diverse program of experiences for tourists

To embrace *illegible* for improved visitor experience

Tech transportation: develop, create, plan, implement, advocate, lobby, prepare, re-invent, transform, expand, and improve

Advocate for a statewide transportation that services all tourists: trains, planes, all modes of transportation (autos, bikes, alternative, etc.) making travel in and around the state- from urban to rural areas- convenient and easy

Deliver enhanced visitor experience

Leader

Eco focused

Tech friendly

Enthusiastic and living attitude of pride in Pure MI

Educate diversity- ready for a global communication

Energetic, systematic, adventurous, transport, education, people, tech

Forward thinking with tech

State with service and unique experiences

Green, eco friendly

Forward thinking

Personable, friendly

Notes from March 27 Visioning and Goal-Setting Session: Promotion, Marketing, Communications

Defining the Theme and its Significance

Pure MI advertising campaign- national recognition
Feature natural resources, city destination, unique assets
Build Pure MI brand- player in Brand USA
Use of conversations to promote- blog, trip advisor

It is a core focus to truly create economic impact with a call to action focus
Very collaborative and broad- also very regional (in state, recently nationally, little internationally)

Michigan tourism has national recognition
Natural parks, unique destinations, culture ingrained
People want to experience uniqueness

It is how we communicate our brand. It sets the stage for the visitor (internal and external)
Pure MI has helped unify our industry and residents

Develop and communicate brand, brand awareness, attributes
Act as a stimulus, generate interest
Facilitate action
Great at the above for late start
How get better at all levels
International
More strategic branding in key US markets
How deliver brand promise all time at all levels
Some point- need actual leads

Within outflow of communication and news
Core flaws- *illegible*
Things are good, brand recognition is high, and more effort could be undertaken

This will create/provide a visual representation of what visitors “see” Michigan to be
The image needs to convey the beauty, excitement, arts, etc. Michigan has to offer
A picture is worth 1000 words
This creates a recognizable image for MI
Resurrect (?) roots

Share the experiences of MI
Share, educate, inform of what MI has to offer
Info sharing

A good start. The brand is out and people love the campaign. Now we need to share and communicate with those individuals less familiar with MI and the state's offerings. Travelers are focused on experience travel. There are so many experiences to share about MI

MPC means everything- we should excel at this and it should be one of the first things we think about. Spreading the word about MI and promoting the state. Communication among the org and all tourism industry people seems a little lacking- could be better
A little top heavy in getting the word out about MI. We also need to better develop/communicate better with the infrastructure (CVB directors, hoteliers, etc.)

PMC is the center piece of the tourism industry in terms of letting others know what MI has that is unique

MPC means everything-negative communications can kill momentum. Positive can take you anywhere. What communication cannot achieve, marketing and promotion can deliver a packaged idea, image, call to action, invitation, frame an experience in ways communication cannot do

Building a brand (identity)- communicating/selling and evaluating/measuring

Everything- ability to draw tourists is only as good as marketing that drives them here
PMC

Voice of the state- ability to execute what MI has to offer. From TV, brochures, to the customer experience on vacation. All elements through the channel
Customer service- what is the PM customer service/experience plan look like?

illegible... grow this industry PMC has to be utilized in all ways. Using all available resources to communicate to the public about Michigan's product
They have never been better with increased resources at local, regional, and state level.
Also a high degree of professionalism

It means getting the word out there; putting Michigan on the national and global it means communicating with audience sharing our "secrets" so they're not secrets anymore- they're things/experiences/adventures to be discovered. It means money for our area, putting a visual and story telling aspect to our state creating, participating in and being the focus of conversation

We can create a fabulous plan, without effective efficient, strategic MP and C we have need to create the plan
Continually improving... still a ways to go, but good

Creating interest and spurring the desires in people to explore MI and turning that into action. Discover, explore

Getting the word out to potential visitors to our state. Determining measurable objectives and strategies as we work toward the promotional efforts
Very and Pure MI brand still building momentum. The process is still on the rise of the curve

Defining the Future of the Theme

Embrace the use of peer recommendations (Social Media and Brand Ambassadors)
Collaboration within Michigan theme
Pillars themes (one of a kind) used to build brand
Win more awards
More to spend nationally and internationally

Easy, cool and interactive website to plan from (Michigan.org)
Trip planning resources on web and my phone
Awesome video content I can share with my family and friends for planning
Place to read amazing stories of other Michigan travelers

Stronger collaboration- mutual give and take
Building on the increased knowledge of tourism experiences
Social media has been used to full advantage
Marketing/promotion has built on peoples' brand loyalty
MCP nationally has brought people in

Stronger national reach
Delivering on Pure MI brand
Tourism conferences have increased attendance (diversified)

Different regions and destinations are part of PMC, but have distinct identities
Detroit does not drive the image of MI outside of MI
There is a tremendous mix of international travelers
The huge influx of travelers has not only increased travel economic impact but led to new business development

Pure MI still exists
Technology usage has helped bridge the gap between people unaware of MI's offerings
Extension of international advertising- specialization, advertising, outreach, specific
Video content?

More attention promoting local MI artist
Community support very strong
Wine industry now acknowledged as world class
Music unification- Interlochen, Motown, Jewel, other musicians including classical come together to show MI music- "the music of MI"
Film industry destination resulting in MI beauty and beautiful offerings display across the movie industry (translate into different languages)

Nationwide/international reach and media coverage
Easy access to state info (Michigan.org)
Not marketing: improved roadways, airfare prices
Social media- target non-MI residents

Collaborate on theme (art, beer, music, food)
Transition (brand loyalty, delivery on the Pure MI promise)

The entire state's service, lodging, attraction, etc. Employees are delivering the best service I've ever had because of travel MI led the industry wide change to give excellent customer service!

Everyone around the state talks about how great MI is because the collective self esteem of the state is awesome!

Service people and industry leaders are highly aware of everything MI has to offer

MI products are famous worldwide

MI has a worldwide recognition- known worldwide

Social media has allowed the tourist to get info from other tourist about their experience

International campaigns have inspired travelers globally

State speaks with one voice

Mantra adopted by residents and visitors

Influences are everywhere/everyone- brand ambassadors!

Welcoming and friendly residents

Synergistic message with evolving partners

Large mix (international) of repeat and new customers

80-90% of marketing is a choice based on consumer preferences

International visitors are in the majority

MI is ranked in the top 3 summer tourism destinations in America

All businesses are actively promoting the products and services in a positive way working with their communities

Education within leadership in keeping businesses on the cutting edge about trends

Everyone in the state is aware of the state's tourism

YouTube, Facebook, and Pinterest

Social media real people's experience shaping much of the industry. No longer is it us holding the microphone- it's the people themselves and they're looking to us for more second hand info- not first hand. Certain media will remain twisted (?)

Lots watching to see where we appear online to participate and share in conversation and reporting

Much more international driven marketing. Much more drive to be excellent in customer service

Social media/review sites/augmented reality... *illegible*... QR codes/interactive tours

Social media trends

Cohesive industry- awareness and reinforcement of state's brand/image

Visitors are more aware of statewide offerings as a result of a consistent campaign and connected messaging

No county is left behind- full representation district
And Implementation of the state brand (training)
More participation statewide
Welcoming and friendly residents and how great MI is
Aware of what the state offers

Expansion and explosion of social media outlets
Streamlining of social media as leaders such as Twitter and Facebook knock out competitors
Growth of visitors willing to share info such as checking in on FB or marketing are in Google places
Continued sharing of apps like flickr and YouTube of photos and videos

Elements of a Goal Statement

Deliver the Pure MI brand to all visitors

External: promoting the Pure MI brand with innovative energy in all channels. Nationally and internationally

Internal: build collaboration through creative funding and partnerships with a unified Pure MI focus

Enhance, create, develop, and deliver

Create and deliver initiatives and experiences that will build and grow

Grow the brand and deliver the promise

Create and deliver initiatives and experiences that will build and solidify

Experiences, ambassadors, passionate, collaborative, diversification, uniqueness, education (create and develop)

Increase the Pure MI brand for the state while enhancing regional/attributes and collaboration

Ensure that the state can deliver on our brand promise

Emphasize the pillars of this diversity from farm fresh to urban culture to outdoor adventuring

The state of MI's tourism industry will be a technology relevant organization reaching our regionally, nationally, and internationally to promote, market, and communicate the incredible diversity of Pure MI, emphasizing the diverse assets from culture to urban

Welcoming travelers from around the world

Come discover Michigan Wonders

Reach the national and international markets

Attract people to the state

Build the brand

Collaborate: build the brand with promotion and education within the national and international markets to attract travelers to MI

Inspire residents everyone to communicate and to proclaim the best of MI to the world, nation, state, and community

Inspire everyone to communicate the Pure MI experience

Inspire, experience, educate, and communicate

Explode myths (weather and accessibility)

Become model for a destination that delivers a complex experience- regardless of what of the visitor defines as the ideal experience

Increased financial resources (collaboration, partnerships, larger local/state funding)

Showcase, elevate the touch points and awareness of Michigan

Measure results

Effective measurability PMC

ID million advantages in state

Empower, educate our residents to all become advocates for our state

Promotional collaboration between the state and local DMO's without so much control at the state level (i.e. drive web traffic to local partners not just to Michigan.org)

Inspire travel to and within Michigan through effective marketing. Creative promotion and cohesive communications

Full implementation of the Pure MI brand throughout all counties, regions, and governmental agencies for tourism, economic development, and natural resources

Translate our web info into Chinese, Hindi, and Brazilian [Portuguese]

Create an environment, create a plan

Create, plan, market and promote, flexible, meet the customers' needs, Pure MI brand

Create a marketing/promotions/communication plan which meets the customer's need and inspires the Pure MI experience

Notes from March 27 Visioning and Goal-Setting Session: Public Policy and Government Support

Defining the Theme and its Significance

Illegible

Have government work to improve... *illegible*

Funding of tourism promotions

Fluid due to term limits

Public officials understand the economic significance *illegible*

They are starting to get it, but need more info and conviction to industry

Good public policy can help the industry advance and grow. Bad public policy can inhibit and diminish the industry's advancement and growth. Government support does not equal funding

Involve native Michiganders. Government should be offering incentives to Indian Tribes to invest into tourism (non gaming) infrastructure event related facilities such as outdoor agriculture entertainment abstracts, motorsports facilities and fair grounds

Creating and introducing policies that allow MI's natural resources to be accessible to all tourists

Current elected officials seemed to be embracing the fact that tourism is an economic driver. On the other hand state agencies are lagging in reducing unnecessary rules and regulations that deter tourists from engaging outdoor activities

Significant dangers can exist with Asian carp issues

Significance as source of funding

Support of change with ADA

Disappointing with not enough movement on Asian carp

Proud of funding

Government must commit and be held accountable for all levels to achieve agreed objectives

No feeling of responsibility by elected officials or appointed officials

Defining the Future of the Theme

Improved roads and pathways
Improved culture of hospitality with ambassador certification
Inclusive pricing of all goods

Visitors are king- everyone recognizes the value on tourism spending
Full state department of tourism with a cabinet level head

The state has significantly increased its financial investments in the industry (promotion, research, experience development)

The state has taken an active and leadership role in attracting international travelers/tourists

Tourism representatives accompany all economic development missions overseas

Future development tourism policies will have involved Native American participation

Tax incentives to tribes to create non-gaming tourist attractions, facilities, and infrastructure

Reinvestment of current and future gaming revenue of government back into tourism

Infrastructure using a casino

Elimination of an *illegible* on layer of government (i.e. township)

A central agency for all industry statistics that breaks down and makes comparisons of all segments of the industry

Tourism promotion funding is totally funded by revenue generated by all segments of the industry

Smaller less (directive) government layers

Actual awareness by legislators of Pure MI and true value

Business friendly policy

Every sector of government is Pure MI with their own color of MI

Snyder a second term

Regulations and taxes that hinder investment and job growth ruthlessly eliminated

Three questions: illegal or immoral, *last two are illegible*

Natural and cultural resources supported and enhanced

Michigan's sense of place the envy of all other American destinations

Elements of a Goal Statement

A concise description of the economic and social power of tourism that serves as a benchmark for public policy decisions

Focused policy

Public officials

Public *illegible* value on tourism

The state should take tangible steps to strengthen and grow the industry through investments in tourism. Promotions, tourism research, and visitor experience development and regulatory reform

Involve Native Michiganders- Everyone.

All Michiganders compete vs. the world for the discretionary cash of the global tourist. All Michiganders cooperate to attract money from elsewhere spent in hometowns across Michigan. Michiganders are hospitable people. Ecotourism, medical tourism, agri-tourism, spectator sports, motorsports, theme shops, state fairgrounds, outdoors, theme parks and tourist attractions

Knowledge of the Pure MI brand by legislators

Be a business friendly state

Regulatory reform

Data system

Michiganders can turn MI ecosystem around and job and *illegible* of investment

Get government needs to be committed fully involved in the industry

Notes from March 27 Visioning and Goal-Setting Session: Research and Technical Assistance

Defining the Theme and its Significance

Research needs in Michigan: the need for statewide database of customer with deep descriptions, creation of subsection of the same database of real visitors, over time, modeling and projecting, usable statewide and local (county level)

Data driven decisions, neutral party, funded, database of visitors/motives, workforce (what are our jobs)

Data driven reinforce actions provable metrics give us saleable sound bites and did you know

Weak, *illegible*, lose assumptions, accessible only to those who have resources

Research needs might include things like where tourism employees see future needs and what types of education is needed for jobs that may be available. What do international and domestic travelers want/expect of our tourism brand. Funding a model or stats that benefit all industry

Research and tech is vital to all tourism because technology is one of the primary ways people use to plan and integrate trips. This means seeking out and using emerging tech to help people help themselves. For instance, pointing tourist to Albright systems- a smart phone app that maps areas of accessibility for people with disabilities in participating locations and encouraging destinations to include their location in the database Making sure that research info needs of the industry is inclusive rather than selective- include needs tourists with disabilities, what their spending power is, where they want to spend money, etc.

Product, market research and marketing impact research. Along with assistance in treating benchmarks and best practice for the state. Ongoing assessment of the areas of research to maintain standards and to inform decision making (access- persons with disabilities, educational needs/economic impact studies)

Unsure of the current statutes. Individually businesses maintain information but a statewide consolidation of info is question and dissemination of info (lagging and leading indicators). Better metrics and key performance indicators

Ability to capture info that helps increase tourism to MI. Processes and key performance indicator processes and info systems. Better metrics/KPIs to indicate how we are doing at increasing tourism, both lagging and leading indicators

Current metrics/KPIs are not reliable and seem to be weighted in the direction of lagging indicators. Need to influence state process decisions to ensure better info collection for decision making

I believe research is one of the most important aspects of tourism programming, planning and advocacy. Research defines our audience, their needs and desires, and substantiates our work. It also gives us benchmarks for future planning and allows us to effectively explain tourism's benefits to our elected officials.

I am new to the industry in Michigan, and have worked in the industry in Illinois for 13 years. I find research statistics hard to find and there should be a central reporting for state and county research, and provide economic impact numbers.

Defining the Future of the Theme

Broad collaborative effort. Accessible, sustainable, used at all levels, for marketing

Clear understanding of the state's tourism assets region
Common language- story telling is provable and consistent
Clear statewide understanding of what success looks like-metrics understood by all- both lagging and leading

Local communities have info is relevant, recent, and accessible for them to make more sounds business decisions
As a state we know our visitors and are able to better communicate with them based on that data from a state perspective as well as on local levels
Public/privately funded and centrally located somewhere

Inclusive rather than selective
There is consumer facing data, rather than just internal to the industry
Data is dynamic, changing with emerging trends and shifting demographics

One portal that allows access to the data
Funded by Michigan public-private section- non profit
Data is mapped geographically and publicly disseminated
Public caucuses on tourism and development
Intentionally inclusive of persons with disabilities
Dynamics- information base (we know our guests)

Central, shared repository for tourism org's across the state (online)
Balanced set of reliable, leading and lagging key performance indicators
State-level org that influences process decisions to ensure collection of info to support decision making
Primary market research plan and org to feed central repository
Public/private sectors shared research mode

Greater research participation from individual DMOs
A central repository for state, county, tourism research
A strategic plan for the state's tourism efforts

Elements of a Goal Statement

Aggregation of community traveler info to a central point

Public-private

Organization models

Funded, accessible, online system that has accurate data about travel to MI. Also set and monitor aligned statewide tourism goals/metrics for success

Develop a statewide repository of research data (lagging and leading) through a public/private funding source that is available for the state as whole as well as locally available

Inclusive demographics

Dynamic

Leading and lagging indicators

Accurate

Accessible within and outside of the industry

Establish a set of balanced leading and lagging indicators, a set of processes and systems to capture and report this info

Supported by a private/public partnership

This should include both qualitative trend type info and consumer behaviors, as well as quantitative data

Pro-active

Informed decision making

Statewide accessibility

Sustainable

Reliable and valid

Leading and lagging indicators

Accessible and current

Notes from March 27 Visioning and Goal-Setting Session: Service Excellence

Defining the Theme and its Significance

Making Michigan a "Welcome" state. From the gas station attendant they encounter, to the maid that cleans their room; customer service should be a priority
In 5 years... being more welcome to international travel guests

Refers to all interactions the visitor has with people in the state. Gas stations- welcome centers and hotels. All sites and places when money is *illegible* or verbal conversation including law enforcement
Very average, those that realize the importance are great- the rest are average

Imperative. If a visitor has a bad experience- your chances of getting them back are slim to none. Competition is huge outside of the state. Pure MI will get them in the door. SE will get them in the drawer

Very important, must improve pastime image and share pastime highlights and features of our state.

Improving but have much more to *illegible* and improve, awareness, importance.

Big swings, variable. Good foundation to build from. A desire to secure and satisfy. Need for buy-in from ownership or person with the money. Genuine. Want the Disney experience. Speak one language. On the back of *illegible* and CVBs

Service excellence means first impression should be consistent. Only strong as weakest link. Finally attitude/ excellent service brings repeat visitors. Demonstrates pride
Lacks consistency, unified approach

Being very welcoming- helpful to all who walk through our doors or enter our state. The significance of service excellence is that can/should/will set us apart from all other states. It carries through on the tone and feeling set in the Pure MI commercials
I think we are good, but have room for improvement. I think we have the capability to set the standard of excellence for America's favorite vacation destination

If I say I'm great, that's advertising. If someone else says I'm great, that's the truth. Service excellence offers the conduit, which the value of word of mouth follows
Pockets of service excellence but not yet perceived as a component of the blend

Service excellence in the tourism industry means that every Michigander regardless of their position, if they provide a service, that they be educated and equipped *illegible*. The highest level of service that will set them apart from others which ultimately we *illegible*

A start. Need ongoing consistence program. Frontline employees. *Illegible*.

One of the top most important hospitality need to set yourself apart from competitive set
Improving

Defining the Future of the Theme

There is consistency in the way that our cities in Michigan are delivering on the Pure Michigan promise. Michigan is recognized as one of the friendliest states in the country.

Full time program- statewide. Consistent- workbooks- certificates- national recognition program. Funded state \$250,000/ year- full time staff. People trained, college courses

All employees that come in contact with guests are well educated on their area. All travelers are welcomed to the state and thanked for visiting. A positive attitude is evident by MI resident

Gas stations will welcome visitors. Welcome centers in Michigan will be *illegible*. Visitor numbers up because product and service

Places of business- both tourism and non-tourism display certificates of custom service training. People are truly welcoming to visitors. Hospitality program in place has been embraced by all types of businesses. *Illegible*

All people in Michigan are ambassadors and promoting their state enthusiastically. Service is being recognized throughout the state

Enforce and support the current standards with timeline and good dates. Put the money in the area of training and development of awareness starting with high school students, college, and all public works seek companies for sponsorships

Multi-lingual. One brand- delivery of the brand promise (needs to be defined). Across all touch points- gas stations, convenience store, retail shop make me feel special. A Pure Michigan “wow”

Consistency around the state has been established within service and hospitality. Employees within the hospitality industry are proud of their state as a travel destination. International

Customize PowerPoint presentation supported by video vignettes for small business orientation. Pure Michigan sticker on establishment certain criteria. Pure Michigan service excellence manifesto of service standards

Consistency across all areas. Visitors will know what to expect. Rave reviews. Return/loyal guests. Attitude of hospitality

Elements of a Goal Statement

Michigan Service Excellence can be obtained through a consistent desire to improve on delivering excellent service to those visiting Michigan

Funded full time, statewide program. Trained trainers. 10,000 people per year trained via certified program. Job to get done

Consistent training, educated, welcome, genuine, training, positive

Genuine welcoming spirit, infectious enthusiasm, culture of extreme hospitality, diversity, pride in Pure MI

Yes, I can! Positivity, what can I do for you? How can I add value? Incredible experience, beyond expectations

Create hospitality program that the hospitality industry adopts and implements... *illegible*

Experience, enjoyable, remember ability, every last, once in a lifetime, a wonder of the world, priceless, breathtaking, relaxing, refreshing, recharging

Consistency, one voice, unique, genuine, sustaining, demonstrate return money, put money where our mouth is, not cookie-cutter, not just front line, create a welcome that is "Pure"

Generate full appreciation of hospitality's commitment to service excellence to deliver the Pure Michigan Promise