

## **Collaboration, Cooperation and Partnerships I**

### Flip Charts

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

- 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
  
- 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

## **Collaboration, Cooperation and Partnerships II**

### Flip Charts

- 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
- 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

- 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

## Funding and Financing

### Flip Charts

- Objective 1: Determine costs of all strategic plan initiatives
  - Strategies
    - Enlist the technical assistance of MSU to ascribe implementation costs to strategic plan initiative
    - Define/devise consistent budget process (by theme)
- Objective 2: Change Pure MI funding formula. Baseline from legislature (\$50 million), incentive from legislature based on industry investment (\$1 from legislature for every \$2 from industry)
  - Strategy: Part of funding formula should include dollar percentage to partners so they can fulfill strategies from all goal areas
- Objective 3: New funding formula
  - Strategy: Leverage government assets to commercial sponsors
  - Objective 3.1: Consumer based assessment (multi tourism entities) redistributed to Travel MI and CVBs based on regionalized performance (measured by tax revenue, SIC codes)
    - Strategies
      - Demonstrate value to state and local communities
      - Educate legislators and change law
      - Second home (in and out of state), boating, out of state hunters
      - Lodging, dining, sut rental fees, gas taxes, severance tax on mineral extraction
  - Objective 3.2: \_\_% increase in ROI to fund initiatives
    - Strategy: Set ROI baseline from average of first to years of ROI from Pure MI investment return 50% of any ROI increase above the baseline for funding strategic plan initiatives
  - Objective 3.3: Revenue stream to CVBs and other entities to fund service training
    - Strategy: Establish Pure MI gold standard of hospitality training and charge to attend
  - Objective 3.4: \_\_% of partnership dollars to fund plan initiatives
    - Strategy: Survey industry re. suggested funding alternatives

### Facilitator Notes

- Change to Pure MI funding formula
- Baseline by legislature \$50 million and incentive investment by legislature based on industry investment \$1/\$2

- Standardized method of Travel MI and CVBs. Consumer based assessments of ??? and redistribute based on regionalized performance based on sales tax generation (SIC codes)
- ROI instead of general fund. Some goes to strategic plan initiatives of increased, live TIF
- Funding plan. Identify revenue stream to CVBs, associations, etc. to fund hospitality (service excellence, Pure MI approved trainers/ing)
- Partnerships to fund plan initiatives
- Determine cost of initiatives

#### Individual Objectives and Strategies Sheets

- Objectives
  - Determine component and collective (total) cost for implementing strategic plan initiatives
  - Identify reinvest (?) beyond for Pure MI promotion, from Pure MI ROI for capital and research
  - Set up an endorsement fund to support industry fund to support industry strategic initiatives
- Objectives
  - Change Pure MI funding formula to: baseline and incentive determined by external industry funding sources/example. \$50 million baseline and \$10 million addition for \$20 million industry investment (or \$1 for \$2)
  - Look to creating additional external funding sources i.e. cost rental tax, second home sales
- Objectives
  - Contributions from state association/tourism, CVBs, tourism suppliers and their associations, ad agencies, hotel suppliers, restaurants. Designated percentage of state tax and use tax
  - Partnership proceeds with Travel MI
- Objectives
  - Standardize, uniform method of funding to support Travel MI and CVBs marketing efforts
  - Strategies
    - Utilize consumer funded assessments from tourism based business components to generate revenue
    - Redistribute funds based on regional performance as reflected in sales tax of tourism based business

## Product Development

### Flip Charts

- Objective 1: Create an equitable and accessible information channel by which visitors are able to plan their full trips: arrival to departure
  - Strategies
    - App for objectives
    - Create website like the US heritage route 23 website
    - Develop a “make your own adventure” on Pure MI website travel (1. Where, 2. What, 3. How and when) and it gives you answers and ideas
- Objective 2: Create a way of connecting the visitor with the product in a more direct way (e.g. user revenues scoring certification) and defining more definition in/of MI products
  - Strategies
    - Design a rating system for all products
    - Provide user input above section of website for open-ended reviews, pictures, etc. rather than rating
    - Create more MI-based art near tourist entry points (e.g. airport)
- Objective 3: Promote recreational interacts and experience as a product
  - Strategies
    - Advertise the experience using the web, TV, radio, Pure MI, etc.
    - Connect with USA national recreation association get spokesperson celebrity in spot
- Objective 4: Enhance transportation infrastructure
  - Strategy: Provide directional signage along trunkliners to recreation resources (like WI does)
- Objective 5: Provide all levels of lodging facilities in close proximity to the recreation resources camping to B&B to hotels
  - Strategies
    - Education for attainment of consistent product standards
    - Create inventory or GIS maps to locate the gaps in needed facilities
    - And determine how to address them

### Individual Objectives and Strategies Sheets

- Objectives
  - Equitable and accessible website developed by region that enhances visitor experiences by offering one-step shopping, all information for all activities under one site with equal accessibility e.g., US heritage route 23

- Improvements to transportation infrastructure throughout state
- All levels of lodging facilities in close proximity to recreational assets trails need close campgrounds, hotels and B&Bs
- On the ground directional signage to trails visible from main trunklines
  
- Objectives
  - Provide current product resources to current service industries such as hotel/motel/inn sector with resources and best practices to support our goal in increasing travel to MI
  - Utilize US heritage route 23 .com as a resource in providing an overall MI experience
  
- Objectives
  - Promote recreation interests (snowmobiling etc.) as a “product”. Experience in MI. In the promotion include businesses that support the interest or experience
  - Develop an integrated website by interest, that includes all the supporting businesses of that interest. Snowmobiling, gas stations, restaurants, motels, dealers, repair service, etc. Each interest has their own needs
  - Strategy: Advertise about the experience as a product, use web, Pure MI, TV, radio, etc.
  
- Objectives
  - Create a system that defines the service, beauty, experience, difficulty of all products (hotels, streams, snowmobile trails)
  - Strategies: Maps, connect with American standard

## Promotion, Marketing and Communications I

### Flip Charts

- Objective 1: Increase visibility of Pure MI brand nationally and internationally
  - Strategies
    - Focus on grow and made in MI
    - Identify opportunities to reach international students, increase visitation of their friends and family
    - All MI CVBs and Travel MI websites translate languages
- Objective 2: Increase awareness within tourism industry of impact of film industry
  - Strategies
    - Utilize maps being done by film office places used for shooting
    - Group tour promote film location for business tour
    - Focus what has been filmed capitalize
    - Partner film office Travel MI both MEDC
    - Movies made with a Michigan theme
- Objective 3: Increase destination marketing for niche markets and increase awareness of concerns/needs of industries among Travel Commission/ Pure MI to entice people here
  - Strategies
    - Identify additional products to promote (skiing, camping, snowmobiling) covering all seasons
    - Capitalize on the historic nature of the area
    - This could happen with a website like US heritage route 23 or the Up North Trails initiative website
    - Design marketing plan for niche industry. Incorporate 5 new markets in advertisements
- Objective 4: Increase visibility of Pure MI brand in international markets
- Objective 5: Increase number of partners connected to Pure MI brand and dollar impact
  - Strategies
    - Incorporate the MI scenic byway program into Pure MI
    - Include local government agencies, use Pure MI branding on their websites etc.
    - Identify and reach out to organizations representing lifestyles, products, and events not currently visible in Pure MI advertisements and promotion
    - Increase Pure MI partners to \$5 million and 50 partners and identify both non financial and revenue generating partners

## Facilitator Notes

- Increase involvement of scenic byways
- Highways, promoting beautiful roads
- Look at asset inventory
- Historic byways
- Identify government agencies to utilize Pure MI brand
- Increase (?) of Pure MI internationally to China, on food products (Welch), connect with MI food producers
- Increase awareness of film industry impact
- Film industry missing opportunity to be a part of it. \$50 million
- Tag credits with Pure MI quit filming gritty DTW (\$200 million of spending)
- More tours
- Create (?)...
- 1,2,3 star incentives/rewards
- To define what a partner means, benefits
- Identify who partnerships are and benefit how
- Grow to 50 partners to \$5 million, identify financial and non financial partners
- Increase destination markets for niche markets. Water, golf, general vs. Henry Ford
- Camping is general, untapped pool of people
- No one from golf etc. puts up dollars for Pure MI ads
- Motorcycles (destination rides), boating, snowmobiling, skiing, cultural places, Art Prize, Broad Art Museum
- Expose more people to Pure MI brand
- Letting film in CA that Pure MI exists
- What partnerships are strategic in that film industry
- Favorite tours
- Not depict just Detroit but pretty parts of MI
- Pure MI needs to be aware of other industry concerns and needs to entice people to get there (diverse parts of markets)

## Individual Objectives and Strategies Sheets

- Objectives
  - Take a look back at what has been accomplished and who the players have been. Who is not a player? What segment of the tourism industry is still undiscovered? Look to the segments of the tourism industry who have been highlighted (golf, boating, ag, urban) and see what their results are!
- Objectives
  - What is the partnership agreement, benefits, stakeholder agreements
  - Pure MI campaign attracts visitors, what about industry
  - Highlight the benefits, loyalty to state (?)

- Objectives
  - Focus on film \$50 million budget for 2013 (twice that of tourism) to show Michigan product and introduce to world. CA and FL showcase product on TV and movies
  - Tag (?) credits with Pure MI
  - Plots set in MI
  - Quit filming “gritty” Detroit, showcase the positive
  - Movie tours, film sites, map them, work with group tours to highlight film sites
  
- Objectives
  - Partnerships
  - Include other government agencies (ag, EDC, MDOT, etc.). Products to help adapt and grow brand (careful not to dilute brand)
  - Increase number of partners by X amount
  - Identify other tourism partners for advertising campaign
  - Grow revenue from partners to \$5 million up to 50 partners
  
- Miscellaneous
  - Better communications between departments (state)
  - Automotive
  - Michigan brand products
  - Paid and non paid partners

## Promotion, Marketing and Communications II

### Flip Charts

- Objective 1: By 2017, have MI's ranking as a desirable state to visit rise to #6 (national)
  - Strategies
    - Market MI opportunities that mimic other desirable destination state's draws
    - Partner with other destinations state's for combining travel opportunities
    - Aggressive email marketing campaign targeting precious MI visitors, encouraging them to return (ex: invite them back for fishing or hunting in MI, offer hotel/restaurant packages)
    - Integrate with customer promise score
    - Increase Pure MI advertisements in other states
    - Offer out of state incentives
  
- Objective 2: By 2017, MI is in top ten desirable states for international visitors
  - Strategies
    - Develop foreign language toolkits to assist in vacation planning
    - Develop more foreign language communication messages (email/web content)
    - More presence in international media
    - Partner with or create program for international students to become Pure MI ambassadors in their home country
    - Identify international partners through tourism contacts to assist in promotion and partner development
    - Research the interests of tourists from the BRIC
  
- Objective 3: Retain #1 ranking of tourism website and Facebook page and establish ranking of other similar sites (e.g. YouTube)
  - Strategies
    - Interconnect all social media campaigns to emphasize all links (contests)
    - Don't change, keep doing what you do and do it better
    - Change to be more regionally focused and one-stop shop more user-friendly
  
- Objective 4: Increase awareness among smaller organizations/businesses about benefit and access to Pure MI resources
  - Strategy: Niche efforts in smaller areas
  
- Objective 5: Increase # of cool destination sites to draw people here e.g. cultural, leisure, social destinations
  - Strategies
    - Develop interest based partnerships to coordinate promotion around a certain activity/geographic area (ex: snowmobiling, fly fishing, duck hunting)
    - Have city-county level competitors for cool new tourism ideas

- Draw international participants to new activity competitions (ex: photography, art, writing, etc.)
- Find clusters of cool destinations connected by trails, and advertise!
- Establish national tourism conference platform i.e. host brand USA
- Objective 6: By 2017, increase by 100% regionally, 75% nationally, and 5% internationally the awareness of MI as a destination
  - Strategies
    - More presence in popular media
    - Create blog for international outdoor photographer promoting MI as a top destination for great photo ops

#### Facilitator Notes

- BY 2017, national ranking #6 as desirable state to visit
- Use EM (?) to communicate internationally focused Pure MI campaign with many languages
- Photos
- Ag, promote diversity of state ag and social issues
- Create blog for outdoors
- Photos for partners with advertising and publications
- Travel promotions communications idea for international, outdoor photos
- MI, destination for photographers
- *Completely illegible...* organizations and businesses about Pure MI campaign what's in it for them and how to connect to it
- Increase number of cultural and other generic more final interests destinations to draw people into state. Positives of Detroit Art Museum, leisure destination
- 2017 20% of international tourists come to MI annually
- Retain number one rating of website and establish ranking of other similar sites e.g. YouTube
- Identify international partnerships ... *illegible...* to assist with promotions and to support (?)
- By 2017, 100% regional awareness, 75% nationally, increase by 5% annual as destination

#### Individual Objectives and Strategies Sheets

- Objectives
  - Focus on positive aspects of Detroit
  - Focus on diversity of state
  - Generate more destinations by 2017 (e.g. art prize)
- Objectives
  - By 2017, our national ranking of desirable state to be within top 6

- Continue to be number 1 website
- By 2017 X% of international tourists
- Strategies
  - Identify all the gems in MI, Detroit, cultural, hunting, ag, skiing, hiking, waterfalls, there's something for everyone
  - Develop interest-based partnerships to coordinate promotion around a certain activity/geographic area
  - Aggressive email marketing campaign targeting previous visitors encourage them to return for smaller (or new) adventure (ex: come back this year for fishing or come back in the fall for color tours/waterfalls)
- Objectives
  - Increase awareness of how potential partners can work with Pure MI on campaigns. How do the partnerships work? What is in it for both partners?
- Objectives
  - Use email listserv mechanisms to distribute regular communications to current and potential visitors
  - Retain number one ranking of website and FB page and increase value of other sites
- Objectives
  - Utilize social and traditional media to promote Pure MI
  - Identify international partners through tourism contacts to assist in promotion with established tour groups

## Public Policy and Government Support

### Flip Charts

- Objective 1: develop (or build) the capacity of travel industry representatives to understand and communicate the impact of the travel industry on the state to policy-makers
  - Strategies
    - Advocated for 3 questions rule (1. Illegal or immoral, 2. Invest or jobs, 3. How to help)
    - Prepare annual scorecard for elected officials
    - Pure MI provide credible data on economic impact of tourism (sortable and relevant to all sectors) to all industry stakeholders annually
    - Continue industry collaboration to present a unified voice
    - MEDC and Travel MI give app download to communities who have attractions in their community
    - Create accepted, credible standards for industry measures
    - Convene/annual T and T conference in each of 10 MEDC regions for policy makers
    - CVBs/chambers sponsor quarterly FAM trips for policy makers
    - Establish a credible place to make the case for industry importance
    - Adopt a policy maker program TICOM
    - Identify associations to train local industry stakeholders on how to effectively engage policy makers by 2014

### Facilitator Notes

- Educate industry the travel impacts of the travel industry
- Build the capacity of the travel industry representatives to ...?
- Identify industry partners on all levels of government
- Create and adopt a policy making program (?) industry members at all levels and encourage interaction (?)
- Educate our selves
- Educate the public policy makers, sponsor trip
- Provide tools and resources to industry leaders to effectively engage policy makers- data and knowledge

### Individual Objectives and Strategies Sheets

- Objectives
  - Identify the industry partners on every level (i.e. local, regional, and state)
  - Provide evidence to policy makers that the industry provides jobs and revenues to each level

- Objectives
  - Educate public policy makers “they don’t know what they don’t know”
  - Develop scoreboards grading public policy makers to demonstrate support for T and T industry as a tool for economic development
  - Preach the 3-question rule for public policy makers (illegal or immoral, investment or job creation, what can I do to help?)
  
- Objectives
  - Provide the industry with credible data and research on the economic impact of the travel industry, industry trends, and opportunities
  - Create an adopt a legislator program pairing lawmakers and industry leaders. Ditto for local officials
  
- Objectives
  - Provide tools to industry leaders. A third party source showing relevant economic strategy impact data that is broken down by industry, geography, etc.
  - Educate industry stakeholders on how to effectively engage policy makers
  - Provide tools and resources
  - Strategy: knowledge of how to effectively engage third party data on economic impact
  
- Objective
  - Educate the industry on the impacts of tourism to the MI economy, quality of life, place for business

## Research and Technical Assistance

### Flip Charts

- Objective 1: Establish a governance agency to commission and deliver the RTA work by March 2013
  - Strategies
    - What should the Travel Commission's role be?
    - Approach state of MI/MSU/etc. with proposal
    - Identify best sources of information to meet RTA objectives
    - Establish milestones for completion
    - Establish bylaws of governance
    - Commission vendors to deliver RTA work
- Objective 2: Identify sources of sufficient funding to pay for an effective RTA agency concurrent with objective 1
  - Strategies
    - Know history of tourism funding
    - Secure \$250,00 seed money
- Objective 3: Educate the industry in making better use of data for individual and collective industry business decisions and endorsement (the measure) of the RTA agency
  - Strategies
    - Statewide traveling group to increase appreciation
    - Make use of best practice technology to deliver data
    - Determine who target audiences are & their needs
    - Communication of key ideas to industry on "Why data?"
    - Write key messages to reinforce importance of data driven decisions
    - Give examples to businesses of how they can better compete with data and how the industry can compete

### Individual Objectives and Strategies Sheets

- Objectives
  - Financial investment of X by X (including initial seed in 2012 of \$250,000)
  - Commission neutral organization to develop research framework
  - Consider Enable Technology to support automation for shared information
  - Volunteer governance group over development and implementation
  - Write a value proposition for the industry partners. Why would they want this?
- Objectives
  - Figure out how to apply research to day-to-day business activities
  - Find the best sources of research information

- Determine what the best method is for delivering information
- Figure out who delivers the information
- Objectives
  - Develop a centralized clearinghouse that has a focus on linking groups doing similar work
  - Create measurement tools that are broadly applicable within the industry so as to have comparative value
  - Facilitate a process so more businesses generate and measure tourism impact

## Resources and the Environment

### Flip Charts

- Objective 1: Increase Visits to publicly owned natural resource areas by 10% annually until 2017
  - Strategies
    - Develop application for phones to show trails and paths for cycling
    - Bicycling: connect green areas via off road pathways to parks and cities. Promote cycling, MI Bicycle Club
    - Increase specific social media messages to promote one site in each region of the state DNR
    - Get sponsor to do a giveaway to anyone who has visited all 102 state parks
    - Birding, MI Audubon, national Audubon, promote more festivals for birding
    - Develop in state marketing/PR plan. Who? Travel MI and DNR
    - Fam tours for national and international media (Travel MI)
- Objective 2: Increase awareness of outdoor recreation opportunities through national and international media coverage by 20% annually
  - Strategies
    - Package “variety pack” of exposure opportunities (DNR/Travel MI)
    - Outdoor photography professional MI photographs, create a national/international annual conference promoting MI opportunities
    - Develop a fishing specific social media campaign “Reel Michigan”
    - Develop and implement a pin board project on Pinterest highlight MI recreation Travel MI

### Facilitator Notes

- To increase the visitors to various points of interest within the state
- Increase license sales, recreation passport, enrollment, museum admission
- Create new opportunities for birding and bicycling tourism
- Increase awareness of outdoor recreation opportunities such as hiking, cycling, and birding
- Promote photography opportunities in MI
- Cultivate a statewide culture of support and stewardship of MI’s historical and natural resources
- Generate national and international media coverage of MI’s stewardship and opportunities for natural and cultural stewardship

### Individual Objectives and Strategies Sheets

- Objectives
  - International recognition

- Lead way in protection of natural resources, create programs
- Increase visitors
- Increase bicyclists, birders
- Michigan TV station
  
- Objectives
  - Increase awareness of numerous recreational opportunities available (highlight variety, all seasons)
  - Increase license sales/recreation passport enrollment/museum admissions, etc.
  - Emphasize inclusion and accessibility that relate to these resources and create a welcoming environment
  - Facilitate partnerships with resource-based organizations/agencies
  - Dedicate advertising dollars that highlight resources and the environment
  
- Objectives
  - Cultivate a statewide culture of support and stewardship of MI's natural, cultural, and historic resources (measurement, annual statewide surveys)
  - Generate national and international media coverage of our stewardship opportunities about our exceptional natural, cultural, and historic resources (measurement, ad equivalency)
  
- Objectives
  - Increase visitors to various points of interest
  - Market opportunities, international as well as locally
  - Provide packaged visits
  - Provide easy access to opportunities including accessibility
  - Further promote campaigns that increase awareness (equals more visitors)
  
- Objectives
  - Percentages and numbers
  - Increase awareness of outdoor recreation opportunities where specifically to go to get started
  - Build relationships with adventure groups, tour guides, international organizations, study abroad organizers to increase awareness of resources
  - Encourage and build upon existing successful partnerships to increase ROI of money spent (rather than creating silos)
  - Increase number of participants in agriculture

## Service Excellence

### Flip Charts

- Objective 1: Define Pure MI promise
  - Strategies
    - Look to MI universities to define based on research and customer
    - Buy-in CVBs we all use one certificate program. Identify all existing programs too
    - Establish “Pure MI promote” to be inclusive and welcoming to international guests (all guests)
    - Establish governance represented by diverse industry representatives
    - Define Pure MI promise. Develop it, round table of industry/organizations
  
- Objective 2: Increase DKS satisfaction score to 9.5 by 2017
  - Strategies
    - Survey visitors about what service could be improved (implement to increase)
    - Develop and launch campaign to increase to 9.5
    - Appreciation for participating organizations
    - Satisfaction score increase to 9.5 with training in Pure MI promise
    - Establish recognition framework for higher achievement of PMP
    - Develop and promote objective number 3
    - Establish shoppers evaluation
  
- Objective 3: Educate 10,000 people annually statewide in service excellence (proportional to population)
  - Strategies
    - Develop a curriculum and introduce in the industry/educational sectors
    - Mandate tie to funding industry level (TC?) service training, create incentive
    - Hire a public relations firm or state employee. Friendly state
    - Train the trainer, have thousands of trainers teaching 10,000 people
    - 10,000 trained, graduates of Pure MI badge, local recognition newspaper for business and individual
    - 10,000 trained people, Pure MI gold standard badge, register business with signage
    - Research and identify examples of increased ROI from destinations who have training program to enhance registration for one program

### Facilitator Notes

- Increase SAT score to 9.5 by 2017
- Establish statewide certification program/accreditation
- Define Pure MI promise
- Introduce service ??? high school training

- Travel MI staff, director of hospitality “smiles”
- Ambassador program
- Educate 10,000 people statewide per annum in service excellence (proportional to population) basing CTA 500 in 2 years

#### Individual Objectives and Strategies Sheets

- Objectives
  - Define the Pure MI promise
  - Pure MI promise at the educational level HS and college
  - Offer our excellent service promoting each and every aspect of MI adventure
  - Director of “smiles”
  - Service excellence begins with the very start of the “adventure”
  - Website, hard copy brochures
  - Easily follow through with reservations and planning of the “adventure”
  - Greeted with a smile, good attitude, of each aspect of the adventure
  - Outline and design establish statewide certification
- Objectives
  - Statewide education and training on service/certification program
  - Create standards, establish resources for industry
  - Maintain consistent service levels across the state
  - Survey visitors to establish their impressions of service, how can we improve. Baseline, survey again, and we improve
  - Increase the number of industry people “certified”
- Objectives
  - To be known as the friendly state
  - To train college student on service excellence
  - To have a ‘Director of Smiles’ on Travel MI staff
  - To have one program (certification) used throughout the state
- Objectives
  - Establish statewide standards for service, endorse by industry
  - Create/designate oversight agency to drive/encourage compliance
  - Establish recognition program with incentive for high performance
  - Encourage organic storytelling celebrating victories
- Objectives
  - Establish baseline criteria, “Pure MI experience” standards and create an accreditation process for communities to reflect meeting the Pure MI standard!

- Objectives
  - Create service “badge” for those completing training Pure MI logo
  - Create memorable formula that reminds trainees of basic greetings/service with a smile
  - Establish rewards/recognition for individuals and establishments that complete training