

## **The 2012-2017 Michigan Tourism Strategic Plan – Some Terminology**

The strategic planning process and the resulting plan document will be centered upon four main elements: a vision, and a series of goals, objectives and strategies. This document defines these four critical elements.

### The Vision

The vision represents the guiding light of the planning process and document. The purpose of generating a vision is to create a shared picture of how Michigan's tourism industry will look and feel in five years. A vision statement gives a group (in this case Michigan's tourism industry) a shared ideal state to move towards. The vision statement should offer the possibility for fundamental change in the tourism industry. It should also give the industry a sense of control over its destiny. Moreover, the vision statement should generate creative thinking and passion for change. Progress towards the vision does not need to be measurable.

According to an old proverb:

*A vision without a plan is just a dream.*

*A plan without a vision is just drudgery.*

*But a vision with a plan can change the world.*

### Goals

Goals represent the primary outcomes the industry will need to achieve in order to realize its vision. Goals should be broadly applicable (to all elements of the industry and all parts of the state), and they should be lofty enough to inspire commitment and action yet also strategic enough to anchor objectives and strategies. Good goal statements begin with a verb and are specific, concise and brief. The 2012-2017 Michigan Tourism Strategic Plan will contain eight goal statements.

### Objectives

Each goal will be further developed into one or more objectives. Objectives are subsets of goals that reflect broad action categories, i.e., they answer the question of *what* needs to be accomplished to reach the goal and, ultimately, realize the vision. Objectives should be specific and measurable.

### Strategies

Each objective will be further developed into one or more strategies (or what we might also call actions). Strategies represent the activities required to fulfill the objectives, i.e., they answer the question of *how* each objective is to be accomplished via identification of who needs to do what and when. Strategies are the most specific element of the plan. Like objectives, strategies should be measurable, attainable, results-oriented and time-specific.