Michigan Tourism Strategic Plan
Industry Stakeholder Meeting

Dr. Sarah Nicholls
Depts. of CARRS & Geography, MSU

Today’s Activities

• Outline of process and progress
• The vision and goals
• Michigan tourism – an update
• Developing objectives and strategies

Plan Process and Progress

Michigan’s tourism strategic plan is developed with input by tourism stakeholders via a process facilitated by MSU and under the leadership of the Travel Commission.

“For the industry, by the industry.”

Travel Commission
(Travel MI/MEDC)

MSU

Tourism Stakeholders

TRAVEL COMMISSIONERS
• Patricia Mooradian, Chair, The Henry Ford
• Judy Zehnder Keller, Vice Chair, Bavarian Lodge
• Mike Busley, Grand Traverse Pie Company
• Rochelle Cote, ALTRAN Transit Authority
• Roger Curtis, Michigan International Speedway
• Frank Ettawageshik
• Ken Hayward, The Grand Hotel
• Sally Laukitis, Holland Area CVB
• Jon Nunn, Grand Action
• Jerry Preston
• Susan Sherer, Sherer Inc.
• Art Tebo
• Elizabeth Workman, Vacation Trailer

PLAN DONORS
• Amway Grand Hotel Group (Rick Winn)
• Ann Arbor CVB (Mary Kerr)
• Detroit CVB (Larry Alexander)
• Discover Kalamazoo (Greg Ayers)
• Frankenmuth CVB (Jamie Furbush)
• Grand Hotel/Mackinac Island (Ken Hayward)
• Great Lakes Bay Regional CVB (Aurie Rummel)
• Holland CVB (Sally Laukitis)
• Jackson County CVB (Mindy Bradish-Onita)
• Livingston County CVB (Barb Barden)
• MI Lodging & Tourism Association (Steve Yentic)
• Petoskey Boyne CVB (Peter Fitzsimons)
• The Henry Ford (Patricia Mooradian)
• Travel Michigan/MEDC (George Zimmermann)
• Traverse City CVB (Brad Van Donnelien)
• UP Travel Association (Tom Nemacheck)
Structure of Participants/Participation

```
Travel Commission (TC) (Travel MI/MEDC)
core work team
Advisory Council (AC)
MSU
Stakeholders
core contacts
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"For the industry, by the industry."

Timeline

<table>
<thead>
<tr>
<th>2012</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>Jul</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
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- Establish Advisory Council
- Evaluate previous plan
- Prepare strategic analysis
- Develop vision + goals
- Industry meetings & surveys
- Analysis of meetings & surveys
- Prepare draft plan
- Solicit feedback on plan
- Submit final plan

Timeline:

- Planning/preparation
- Objectives and Strategies

The Four Main Components of the Plan

- VISION
  - GOALS
  - OBJECTIVES (what)
  - STRATEGIES (how)
  - By Dec 31 2012

- IMPLEMENTATION + EVALUATION OF PROGRESS

ACTIVITIES TO DATE

- Advisory Council
- Website: http://tourismplan.anr.msu.edu/
- Evaluation of previous plan
- Visioning – with TC, vote, March 27
- Goal setting – March 27

Advisory Council

- Matt Birbeck, MSU Product Center
- Donald Coe, Black Star Farms
- Heidi Dewald, Michigan Sunrise Tours
- Tim Hyst, West Michigan Tourism Association
- Tim Hygh, Mackinac Island CVB
- Patty Janes, Central Michigan University
- Gordon Mackay, Indian Trails
- George Moroz, The Henry Ford
- Jim Northup, Pictured Rocks National Lakeshore
- Mike O’Callaghan, Detroit CVB
- Bill Quiseng, BillQuiseng.com
- Christine Rector, Northern Initiatives
- Dan Sippel, mlive Media Group
- Maia Stephens, MI DNR Parks and Recreation
- Brad Van Dommelen, President, Traverse City Convention & Visitors Bureau
- Rick Winn, Amway Hotel Corporation
- Steve Yencich, MI Lodging and Tourism Association

Prepared by the industry, by the industry.
Results of the Evaluation of the 2007-2011 Michigan Tourism Strategic Plan

Prepared by the Michigan Tourism Office

Copyright 2011

n = 140

In your opinion, what has been the Michigan tourism industry’s greatest achievement over the past five years? (open ended)

<table>
<thead>
<tr>
<th>Item</th>
<th>Number of Comments</th>
<th>Percent of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pure Michigan campaign</td>
<td>90</td>
<td>64.3%</td>
</tr>
<tr>
<td>Securing funding for Pure Michigan campaign</td>
<td>28</td>
<td>20.0%</td>
</tr>
<tr>
<td>Increased/improved national awareness of the state</td>
<td>21</td>
<td>15.0%</td>
</tr>
<tr>
<td>Greater industry collaboration/cooperation/coalition</td>
<td>12</td>
<td>8.6%</td>
</tr>
<tr>
<td>Recognition of economic importance of tourism to state</td>
<td>8</td>
<td>5.7%</td>
</tr>
<tr>
<td>Post Labor Day schools legislation</td>
<td>5</td>
<td>3.6%</td>
</tr>
<tr>
<td>Stronger Travel Commission</td>
<td>3</td>
<td>2.1%</td>
</tr>
<tr>
<td>2007-2011 Strategic Plan</td>
<td>2</td>
<td>1.4%</td>
</tr>
<tr>
<td>Raise in assessment rate/occupancy tax</td>
<td>2</td>
<td>1.4%</td>
</tr>
</tbody>
</table>

In your opinion, what is the one most critical need or issue currently facing Michigan’s tourism industry? (open ended)

<table>
<thead>
<tr>
<th>Item</th>
<th>Number of Comments</th>
<th>Percent of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Securing long term funding for Travel/Pure MI</td>
<td>37</td>
<td>26.6%</td>
</tr>
<tr>
<td>Gas prices</td>
<td>23</td>
<td>16.4%</td>
</tr>
<tr>
<td>Raising awareness of Michigan as a destination</td>
<td>16</td>
<td>11.4%</td>
</tr>
<tr>
<td>The economy</td>
<td>14</td>
<td>10.0%</td>
</tr>
<tr>
<td>Continuing/evolving Pure MI (funding not mentioned)</td>
<td>9</td>
<td>6.4%</td>
</tr>
<tr>
<td>Improving image of Michigan</td>
<td>9</td>
<td>6.4%</td>
</tr>
<tr>
<td>Collaboration</td>
<td>7</td>
<td>5.0%</td>
</tr>
<tr>
<td>Improving infrastructure, e.g. signage, roads</td>
<td>5</td>
<td>3.6%</td>
</tr>
<tr>
<td>Improving michigan.org</td>
<td>5</td>
<td>3.6%</td>
</tr>
<tr>
<td>Invasive species</td>
<td>5</td>
<td>3.6%</td>
</tr>
<tr>
<td>Raising awareness of economic importance of industry</td>
<td>5</td>
<td>3.6%</td>
</tr>
<tr>
<td>Research on return-on-investment</td>
<td>5</td>
<td>3.6%</td>
</tr>
<tr>
<td>Access to credit to startup/renovate/expand</td>
<td>4</td>
<td>2.9%</td>
</tr>
<tr>
<td>Maintaining natural resources /environmental quality</td>
<td>4</td>
<td>2.9%</td>
</tr>
<tr>
<td>Assistance in the UP</td>
<td>3</td>
<td>2.1%</td>
</tr>
<tr>
<td>Product development</td>
<td>3</td>
<td>2.1%</td>
</tr>
<tr>
<td>Tourism/hospitality education training</td>
<td>3</td>
<td>2.1%</td>
</tr>
<tr>
<td>Improving DTW airport</td>
<td>2</td>
<td>1.4%</td>
</tr>
<tr>
<td>The weather</td>
<td>2</td>
<td>1.4%</td>
</tr>
</tbody>
</table>

How Important a Concern Do You Feel Each of These Items/Issues is for the Development of Tourism in MI Over the Next Five Years?

1 = not important, 2 = somewhat important, 3 = very important, 4 = extremely important

Results of the Vote on the Vision

Prepared by the Michigan Tourism Office

Copyright 2011

n = 261
Characteristics of Vision

- A shared picture of how Michigan's tourism industry will look and feel in five years
- Gives Michigan's tourism industry a shared ideal state to move towards
- Should offer the possibility for fundamental change in the industry
- Should generate creative thinking
- Does not need to be measurable

Distribution of Vision Votes

<table>
<thead>
<tr>
<th>Statement</th>
<th>n</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ranked one of the four</td>
<td>191</td>
<td>73.2%</td>
</tr>
<tr>
<td>Liked all four</td>
<td>47</td>
<td>18.0%</td>
</tr>
<tr>
<td>Did not like any</td>
<td>23</td>
<td>8.8%</td>
</tr>
<tr>
<td>Total</td>
<td>261</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

Industry Comments on the Vision

- Should be more specific in terms of offering
- Should focus on national + international markets
- Should emphasize four seasons/year-round nature
- Focus on experiences/outcomes, not activities or regions
  - As does Pure MI
  - So as to be inclusive not exclusive
- Plan and vision is for the industry, not consumers

The Goals

Preparing the next Michigan Tourism Strategic Plan

Michigan is one of America’s favorite four seasons travel experiences
Characteristics of Goals

- Will represent the **primary outcomes** the industry will need to achieve in order to realize its vision
- Should be **broadly applicable** (to all elements of the industry and all parts of the state)
- Should be **lofty enough to inspire commitment and action** yet also **strategic enough to anchor objectives and strategies**
- Begin with a verb
- Specific, concise and brief

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EIGHT THEMES

- Process:
  - Evaluation of previous plan (outstanding issues)
  - Preliminary vision(goal-setting session with TC

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GOAL THEMES

- Collaboration, Cooperation and Partnerships
- Funding and Financing
- Product Development
- Promotion, Marketing, and Communications
- Public Policy and Government Support
- Research and Technical Assistance
- Resources and the Environment
- Service Excellence

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EIGHT GOALS

- Process:
  - Evaluation of previous plan (outstanding issues)
  - Preliminary vision(goal-setting session with TC
  - Vision/goal-setting session on March 27
  - Follow-up vision/goal-setting session with AC
  - Approval of final goals by TC

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GOAL ONE

Collaboration, Cooperation and Partnerships

Foster a culture of public-private collaboration, cooperation, and partnerships – across the state and beyond – to help grow Michigan’s economy.

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GOAL TWO

Funding and Financing

Secure adequate and stable funding and resources for all strategic plan initiatives.
GOAL THREE
Product Development
Enhance infrastructure to support the delivery of a world class Pure Michigan travel experience.

GOAL FOUR
Promotion, Marketing, and Communications
Grow the Pure Michigan brand and partnerships through effective mediums at the regional, national and international levels to attract and retain visitors.

GOAL FIVE
Public Policy and Government Support
Empower the industry to encourage policy-makers at all levels to support the travel industry.

GOAL SIX
Research and Technical Assistance
Establish a central, easily accessible and inclusive information system to capture and share timely and relevant industry research based on a public/private partnership.

GOAL SEVEN
Resources and the Environment
Be internationally recognized for our stewardship of – and rich opportunities to experience – our natural, cultural, and historic resources.

GOAL EIGHT
Service Excellence
Foster a culture of service excellence that allows us to deliver on the Pure Michigan promise.
Establishing Objectives and Strategies

Preparing the next Michigan Tourism Strategic Plan

Characteristics of Objectives

- Subsets of goals that reflect broad action categories
- What needs to be accomplished to reach the goal
- Should be measurable, attainable, results-oriented and time-specific

Example Goals + Objectives

Visit FL 2012-16 Strategic Plan

- Goal: Provide leadership to ensure the FL tourism industry is competitive and sustainable.
- Goal: Become the trusted source of travel information that informs and inspires travel to and within FL.
- Goal: Protect and grow FL’s share of destination travel through integrated sales & marketing programs that drive visitation to and within FL.

Example Goals + Objectives

Visit FL 2012-16 Strategic Plan

- Objective: Increase VISIT FL’s total annual budget to $125 million by June 30, 2016.
- Objective: Sustain engagement of Florida tourism industry with 10,000 or greater qualified business listings on VISITFLORIDA.com by June 30, 2016.
- Objective: Generate a minimum annual ROI from VISIT FLORIDA advertising campaigns of > $5 in new sales tax collections for every $1 of public investment.
- Objective: Increase share of international visitor spending to 20% by June 30, 2016.

Characteristics of Strategies

- The activities required to fulfill the objectives
- How each objective is to be accomplished
- Who needs to do what and when
- Also called actions

Michigan Tourism: A Review and Update

~ be thinking about developing measurable objectives for your two goal themes ~
Establishing Objectives and Strategies

Objectives and Strategies

Objectives
- What needs to be accomplished to reach the goal
- Should be measurable, attainable, results-oriented and time-specific

Strategies/Actions
- The activities required to fulfill the objectives
- How each objective is to be accomplished
- Who needs to do what when

NEXT STEPS

- Statewide meetings (based on MEDC regions)

(1) Houghton – Mon Aug 13
(1) Sault Ste Marie – Tues July 10
(5) Mackinac Island – Weds Aug 15
(2) Bellaire – Mon July 30
(3) Hillman – Weds June 27
(4) Grand Rapids – Thurs Aug 2
(5) Frankenmuth – Tues July 31
(6) Kalamazoo – Mon July 30
(7) Lansing – Thurs July 16
(8) Port Huron – Weds July 18
(9) Ypsilanti – Mon July 16
(10) Dearborn – Thurs July 19

Thank You For Your Participation!
Questions or Comments?

Save the Date: Pure Michigan Governor’s Conference on Tourism, April 14–16 2013, Detroit Marriott at the Renaissance Center