

Michigan Tourism Strategic Plan Industry Stakeholder Meeting

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Preparing the next Michigan Tourism Strategic Plan

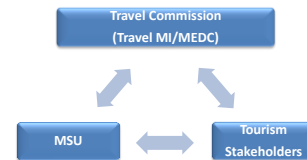
Today's Activities

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

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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.



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*"For the industry,
by the industry."*

TRAVEL COMMISSIONERS

- Patricia Mooradian, Chair, The Henry Ford
- Judy Zehnder Keller, Vice Chair, Bavarian Lodge
- Mike Busley, Grand Traverse Pie Company
- Rochelle Cotey, 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

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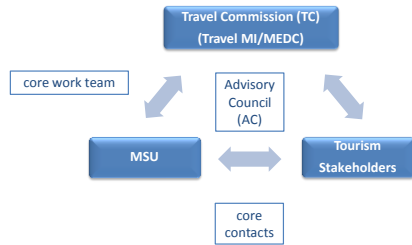
PLAN DONORS

- 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)
- Experience Grand Rapids (Doug Small)
- Great Lakes Bay Regional CVB (Annie Rummel)
- Holland CVB (Sally Laukitis)
- Jackson County CVB (Mindy Bradish-Orta)
- Livingston County CVB (Barb Barden)
- MI Lodging and Tourism Association (Steve Yench)
- Petoskey Boyne CVB (Peter Fitzsimons)
- The Henry Ford (Patricia Mooradian)
- Travel Michigan/MEDC (George Zimmermann)
- Traverse City CVB (Brad Van Dommelen)
- UP Travel Association (Tom Nemacheck)

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Structure of Participants/Participation



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by the industry."*

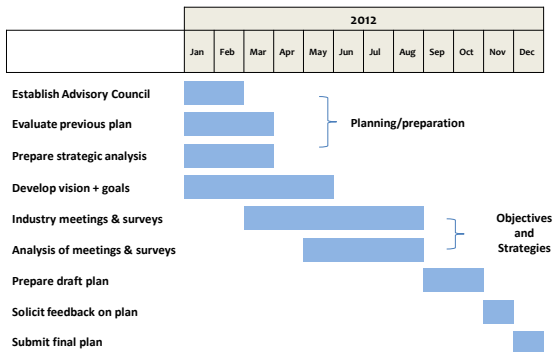
Advisory Council

- Matt Birbeck, MSU Product Center
- Donald Coe, Black Star Farms
- Heidi Dewald, Michigan Sunrise Tours
- Rick Hert, West Michigan Tourism Association
- Tim Hygh, Mackinac Island CVB
- Patty Janes, Central Michigan University
- Chris MacInnes, Crystal Mountain Resort and Spa
- 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
- Annette Rummel, Great Lakes Bay Regional CVB
- 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

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Timeline



The Four Main Components of the Plan

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* see tan handout

➤ VISION

➤ GOALS

~ increasing levels of specificity, measurability and time-sensitivity ~

➤ OBJECTIVES (what)

➤ STRATEGIES (how)

By Dec 31 2012

session on implementation at Governor's Conference in April

➤ IMPLEMENTATION + EVALUATION OF PROGRESS

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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

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Results of the Evaluation of the 2007-2011 Michigan Tourism Strategic Plan



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n = 140

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

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

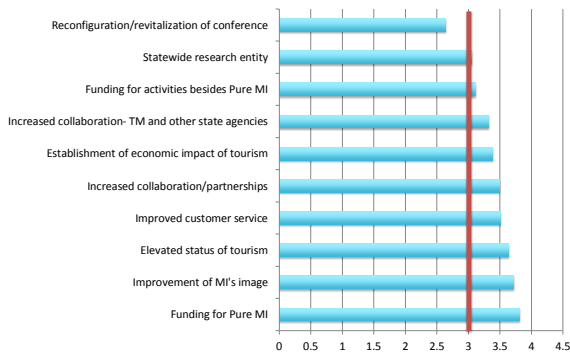


In your opinion, what is the one most critical need or issue currently facing Michigan's tourism industry? (open ended)



Item	Number of Comments	Percent of Respondents
Securing long term funding for Travel/Pure MI	37	26.4
Gas prices	23	16.4
Raising awareness of Michigan as a destination	16	11.4
The economy	14	10.0
Continuing/evolving Pure MI (funding not mentioned)	9	6.4
Improving image of Michigan	9	6.4
Collaboration	7	5.0
Improving infrastructure, e.g. signage, roads	5	3.6
Improving michigan.org	5	3.6
Invasive species	5	3.6
Raising awareness of economic importance of industry	5	3.6
Research on return-on-investment	5	3.6
Access to credit to startup/renovate/expand	4	2.9
Maintaining natural resources /environmental quality	4	2.9
Assistance in the UP	3	2.1
Product development	3	2.1
Tourism/hospitality education training	3	2.1
Improving DTW airport	2	1.4
The weather	2	1.4

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



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n = 261

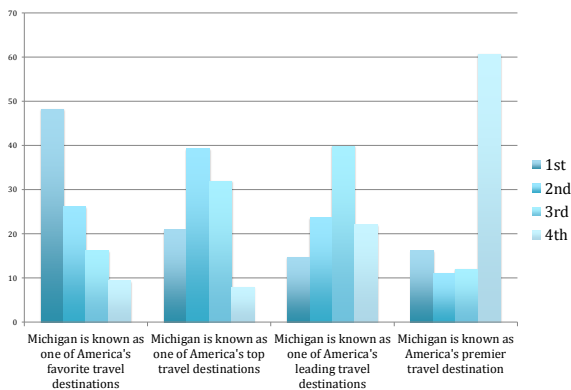
Characteristics of Vision

- * 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**



	n	%
Ranked one of the four	191	73.2%
Liked all four	47	18.0%
Did not like any	23	8.8%
Total	261	100.0%

Distribution of Vision Votes



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



Michigan is one of America's favorite four seasons travel experiences



The Goals



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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.

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GOAL THREE

Product Development

Enhance infrastructure to support the delivery of a world class Pure Michigan travel experience.



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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.



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GOAL FIVE

Public Policy and Government Support

Empower the industry to encourage policy-makers at all levels to support the travel industry.



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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.



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GOAL SEVEN

Resources and the Environment

Be internationally recognized for our stewardship of – and rich opportunities to experience – our natural, cultural, and historic resources.



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GOAL EIGHT

Service Excellence

Foster a culture of service excellence that allows us to deliver on the Pure Michigan promise.



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Establishing Objectives and Strategies

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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

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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.

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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.

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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

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Michigan Tourism: A Review and Update

~ be thinking about developing measurable objectives for your two goal themes ~

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Establishing Objectives and Strategies



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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)



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- (1) Houghton – Mon Aug 13
- (1) Sault Ste Marie – Tues July 10
- (1) Mackinac Island – Weds Aug 15
- (2) Bellaire – Mon July 23
- (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 26
- (8) Port Huron – Weds July 18
- (9) Ypsilanti – Mon July 16
- (10) Dearborn – Thurs July 19



Thank You For Your Participation!

Questions or Comments?



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- Collation + analysis of input from meetings (Sarah + theme work teams, Aug) * see lilac handout
- Prioritization of objectives (online, Sept)
- Draft plan – input from industry (Nov)
- Final plan (Dec 31)



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