

# The Michigan Tourism Strategic Plan: Approval and Implementation

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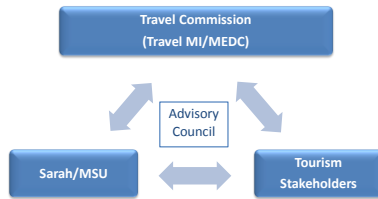
Preparing the next Michigan Tourism Strategic Plan

## Outline

- \* Summary of plan + plan process
- \* Travel Commission vote
- \* Recommendations re. implementation



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."*

## Advisory Council

- Donald Coe, Black Star Farms
- Rick Hert, West Michigan Tourism Association
- Patty Janes, Grand Valley State 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
- Barry Owens, Treetops Resort
- Christine Rector, Northern Initiatives
- Annette Rummel, Great Lakes Bay Regional CVB
- Dan Sippel, formerly mlive Media Group
- Maia Stephens, MI DNR Parks and Recreation
- Brad Van Dommelen, Traverse City Convention & Visitors Bureau
- Rick Winn, Amway Hotel Corporation
- Steve Yencich, MI Lodging and Tourism Association
- Jennifer Zieger, Fairfield Inn & Suites by Marriott Livonia



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## The Four Main Components of the Plan



### ➤ VISION

#### ➤ GOALS

#### ➤ OBJECTIVES (what)

#### ➤ SUGGESTED STRATEGIES (how)

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

session on implementation at Governor's Conference in April

### ➤ IMPLEMENTATION



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## Versions of the Final Plan

- \* Short glossy – preamble, vision, goals, objectives
  - \* Include a letter or intro from the TC?
- \* Full plan
  - \* Without appendices (45 pages)
  - \* With appendices (414 pages)
  - \* PDFs online

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## Elements of the Full Plan

- \* Foreword and acknowledgements
- \* Purpose
- \* Components
- \* Overview of Process
- \* Timeline

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## Elements of the Full Plan

- \* Evaluation of the 2007-2011 Plan
- \* Establishment of the Vision
- \* Setting of Goals
- \* Development of Objectives and Suggested Strategies
- \* Michigan Tourism: Strengths, Weaknesses, Opportunities and Threats

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## Elements of the Full Plan

- \* The Vision
- \* The Goals
- \* The Objectives and Suggested Strategies
- \* Appendices – all input from every stage

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## Participation

- \* Evaluation of previous plan – 140
- \* Vision vote – 261
- \* Visioning/goal setting session – 100
- \* Summer meetings – 264
- \* Fall survey – 150

*“For the industry,  
by the industry.”*

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## The Vision

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



## The Goals and Objectives



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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 continue to unify the tourism industry and help grow Michigan's economy.



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### GOAL ONE

Collaboration, Cooperation and Partnerships

Objective One: Grow and strengthen partnership programs and communicate their success to the industry.



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### GOAL ONE

Collaboration, Cooperation and Partnerships

Objective Two: Establish an online statewide toolbox or clearinghouse to support collaboration, cooperation and partnerships.



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### GOAL ONE

Collaboration, Cooperation and Partnerships

Objective Three: Support the establishment or revitalization of regional tourism development organizations.



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## GOAL ONE

### Collaboration, Cooperation and Partnerships

Objective Four: Increase the number and diversity of participants in the annual Governor's Conference on Tourism and in the associated industry awards programs.

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## GOAL TWO

### Funding

Secure adequate and stable funding for all strategic plan initiatives.

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## GOAL TWO

### Funding

Objective One: Increase funding for the Pure Michigan tourism campaign to \$50 million by 2017 and establish Michigan in the top five highest funded states for tourism marketing.

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## GOAL TWO

### Funding

Objective Two: Identify sources of and raise sufficient funds to meet costs of other (non-promotion/marketing) 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 THREE

### Product Development

Objective One: Support the improvement and increased awareness of the quality, connectivity and diversity of tourist transportation options into and throughout the state.

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### GOAL THREE

#### Product Development

Objective Two: Support the establishment and showcasing of Michigan as a state with a diverse, extensive and high quality network of motorized, non-motorized and water-based routes and trails.

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### GOAL THREE

#### Product Development

Objective Three: Enhance the visitor's in-state travel experience.

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### GOAL THREE

#### Product Development

Objective Four: Increase access to capital for travel-related businesses.

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### GOAL FOUR

#### Promotion, Marketing, and Communications

Strengthen and grow the Pure Michigan brand through effective mediums at the regional, national and international levels to attract first-time and repeat visitors.

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### GOAL FOUR

#### Promotion, Marketing, and Communications

Objective One: Increase regional and national awareness of the Pure Michigan campaign from 70% and 36%, respectively, in 2011, to 80% and 50% by 2017.

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### GOAL FOUR

#### Promotion, Marketing, and Communications

Objective Two: Increase visitor spending from \$17.7 billion in 2011 to \$21.5 billion in 2017.

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## GOAL FOUR

### Promotion, Marketing, and Communications

Objective Three: Increase the return on investment on the Pure Michigan campaign from \$4.90 in 2011 to \$6 by 2017.



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## GOAL FOUR

### Promotion, Marketing, and Communications

Objective Four: Improve Michigan's desirability as a place to visit (*per the Portrait of the American Traveler Report*) from 28th in 2010 to 15th or better by 2017.



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## GOAL FOUR

### Promotion, Marketing, and Communications

Objective Five: Increase the Pure Michigan campaign's presence in international markets.



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## GOAL FOUR

### Promotion, Marketing, and Communications

Objective Six: Increase Canadian visitation to Michigan from 1.54 million in 2011 to 2.15 million by 2017.



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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 FIVE

### Public Policy and Government Support

Objective One: Improve understanding of the value of tourism and support for the tourism industry among state legislators, county and local officials, businesses and residents.



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## GOAL FIVE

### Public Policy and Government Support

Objective Two: Improve existing and develop new organizational structures to enhance public sector interaction with and support of tourism policy and planning activities.



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## GOAL SIX

### Research and Technical Assistance

Establish a central, easily accessible and inclusive information system to capture and share timely, relevant and reliable industry research.



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## GOAL SIX

### Research and Technical Assistance

Objective One: Define and prioritize the research and technical needs of the other seven plan goals.



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## GOAL SIX

### Research and Technical Assistance

Objective Two: Develop a financially sustainable online information system to capture and share relevant industry research.



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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 heritage resources.



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## GOAL SEVEN

### Resources and the Environment

Objective One: Support and expand efforts to inventory resources critical to Michigan tourism and communicate results to relevant entities.



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## GOAL SEVEN

### Resources and the Environment

Objective Two: Identify key issues facing and threats to the integrity of Michigan’s tourism resources and raise awareness of and support for these issues.

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## GOAL SEVEN

### Resources and the Environment

Objective Three: Raise the profile of Michigan’s tourism industry as a national leader in resource quality and stewardship.

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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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## GOAL EIGHT

### Service Excellence

Objective One: Define “service excellence” and “The Pure Michigan Promise” and share these definitions with the industry.

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## GOAL EIGHT

### Service Excellence

Objective Two: Improve our D.K. Shifflet leisure visitor satisfaction scores and maintain a ranking in the top five states.

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## GOAL EIGHT

### Service Excellence

Objective Three: Establish and increase satisfaction and intention to return/recommend levels among national and international visitors.

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## Travel Commission Approval of the 2012-2017 Michigan Tourism Strategic Plan

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## Plan Implementation: Recommendations

- \* TC as facilitator
- \* Recommend a coordinator <sup>logistics + content</sup>
- \* Committees for each goal
- \* Annual updates at conference each spring
  - \* In TC meeting or in series of break-out sessions?

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## Committees

- \* Co-Chaired by a TCer and an AC member
- \* 6-8 additional members
  - \* TCers + AC members
  - \* Volunteers from industry
  - \* Invited members
- \* Ensure regional + sectoral representation

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## Suggested Meeting Schedule

- \* Four per year (more in first year?)
  - \* One (longest) in person
  - \* Others by phone

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## Year One Meeting One

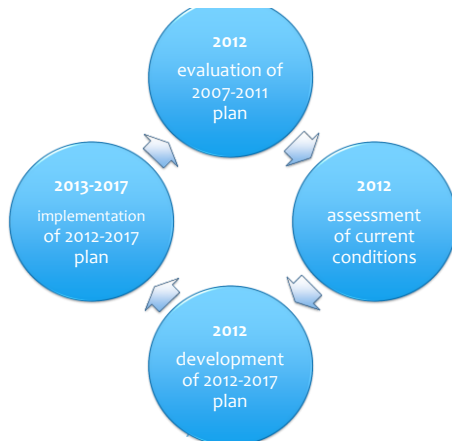
- \* ¾ day, soon, facilitated
- \* Review goal, objectives and suggested strategies
- \* Identify metrics for objectives
- \* Prioritize objectives
- \* Brainstorm additional suggested strategies for all objectives start with input from summer meetings
- \* Begin to identify funding needs
- \* Consider formation of sub-groups

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## Year One Meetings Two-Four

- \* ½ day, phone
- \* Updates on progress – from all groups
- \* Brainstorm additional suggested strategies for all objectives
- \* Clarify funding needs + share with Funding group

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## Make Evaluation An Ongoing Activity

- \* Develop a central tracking system for each goal and objective
- \* Update each year pre-conference

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## Session at 2013 Conference

- \* 1 hour
- \* Summary of plan – process + outcomes
- \* Summary of implementation strategy

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**Thank You!!**  
**Discussion,**  
**Questions, Comments?**

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