The Michigan Tourism Strategic Plan: Approval and Implementation

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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.

Advisory Council

• Donald Coe, Black Star Farms
• Rick Hert, West Michigan Tourism Association
• Patty Jans, Grand Valley State University
• Chris MacInnes, Crystal Mountain Resort and Spa
• Gordon Mackay, Indian Trails
• George Marrzo, The Henry Ford
• Jim Northup, Pictured Rocks National Lakeshore
• Mike O’Callaghan, Detroit CVB
• Barry Owens, Treetops Resort
• Chris MacInnes, Northern Initiatives
• Annette Rimmel, Great Lakes Bay Regional CVB
• Dan Sippel, formerly mlive Media Group
• Maia Stephens, MI DNR Parks and Recreation
• Brad Van Dammelen, 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

“The industry, by the industry.”

The Four Main Components of the Plan

- VISION
- GOALS
- OBJECTIVES (what)
- SUGGESTED STRATEGIES (how)
- IMPLEMENTATION

session on implementation at Governor’s Conference in April

Outline

• Summary of plan + plan process
• Travel Commission vote
• Recommendations re. implementation
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

Elements of the Full Plan

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

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

Elements of the Full Plan

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

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."
Michigan is one of America’s favorite four seasons travel experiences

The Goals and Objectives

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.

GOAL ONE
Collaboration, Cooperation and Partnerships

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

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

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

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.

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

GOAL THREE
Product Development

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

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

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

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

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.

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.

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

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.

GOAL FOUR
Promotion, Marketing, and Communications

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

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.

GOAL FIVE
Public Policy and Government Support

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

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.
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.

GOAL SIX
Research and Technical Assistance
Objective One: Define and prioritize the research and technical needs of the other seven plan goals.
Objective Two: Develop a financially sustainable online information system to capture and share relevant industry research.

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.
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.

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

GOAL EIGHT
Service Excellence

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

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

Objective Three: Establish and increase satisfaction and intention to return/recommend levels among national and international visitors.
Travel Commission Approval of the 2012-2017 Michigan Tourism Strategic Plan

Prepared by Pure Michigan

Plan Implementation: Recommendations

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

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

Suggested Meeting Schedule

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

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

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
Importance of Evaluation

- 2012 evaluation of 2007-2011 plan
- 2013-2017 implementation of 2012-2017 plan
- 2012 assessment of current conditions
- 2012 development of 2012-2017 plan

Make Evaluation An Ongoing Activity

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

Session at 2013 Conference

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

Thank You!!
Discussion, Questions, Comments?

Preparing the next Michigan Tourism Strategic Plan