

# The Strategic Plan

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Preparing the next Michigan Tourism Strategic Plan

*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.*

(old proverb)

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## OUTLINE

- Brief summary of plan process
- Summary and evaluation of previous plan
- = Critical first step towards creating vision for next plan

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## STRATEGIC PLANNING PROCESS

1. **Preparation and Planning**
  - Establish Advisory Council + other key work groups
  - Evaluate previous strategic plan
2. **Strategic (Situational) Analysis**      ~ this is not a sequential process ~
  - Identify and assess relevant trends
3. **Establish Vision for Michigan's Tourism Industry**
  - What will Michigan's tourism industry look like in 5 years?
4. **Strategic Direction**
  - Identify broad goals to get industry from present day to vision state
5. **Action Plans**
  - Identify specific objectives and actions/strategies needed to achieve goals

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➤ VISION

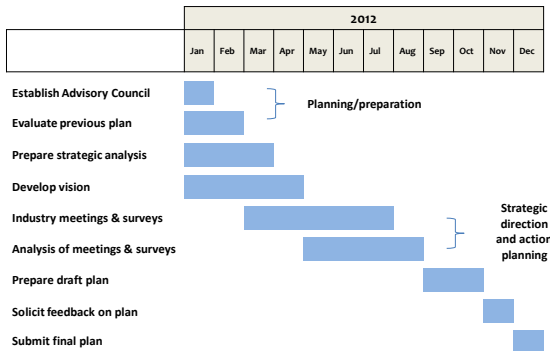
- GOALS
- OBJECTIVES (what)
- ACTIONS (how)

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

➤ IMPLEMENTATION + EVALUATION OF PROGRESS

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## Timeline



## PLAN DONORS

- Amway Grand Hotel Group (Rick Winn)
- Ann Arbor CVB (Mary Kerr)
- Detroit CVB (Larry Alexander)
- Frankenmuth CVB (Jamie Furbush)
- Grand Hotel/Mackinac Island (Ken Hayward)
- Experience Grand Rapids (Doug Small)
- Great Lakes Bay Region CVB (Annie Rummel)
- Holland CVB (Sally Laukitis)
- Jackson County CVB (Mindy Bradish-Orta)
- Kalamazoo CVB (Greg Ayers)
- Livingston County CVB (Barb Barden)
- MI Lodging and Tourism Association (Steve Yenchich)
- 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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## TODAY

- Commence evaluation of previous plan
  - Celebrate successes!
  - Identify ongoing needs/concerns
  - Help establish where to build on previous work and where to start afresh
  - First step in visioning process

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## 2007-11 PLAN SUMMARY + EVALUATION

- Process + structure of previous plan – Dr. Don Holecek
- Eight original “issue work teams” – (Co)Chairs (5/8)
  - What were the big issues and concerns in 2007?
- Evaluate implementation of recommendations – all

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## EVALUATION

- **Implemented** – a recommendation that you feel has been fully and successfully implemented by the relevant individual(s) or organization(s) and that can be considered completed
- **Ongoing** – a recommendation that you feel has been fully or partially implemented by the relevant individual(s) or organization(s) at the current time, but that requires additional, ongoing effort or action in order to achieve sustained implementation
- **Partial** – a recommendation that you feel has been partially implemented by the relevant individual(s) or organization(s), but that requires additional effort or action in order to achieve full implementation
- **No progress** – a recommendation regarding which you feel no progress has yet been made in terms of implementation by the relevant individual(s) or organization(s), and that requires concerted effort or action in order to be implemented
- **Not relevant** – a recommendation that you feel is no longer relevant to or appropriate for the tourism industry to implement or continue to implement

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## Proposed Structure of Participants/Participation

