

# The Strategic Plan: Process + Progress

Dr. Sarah Nicholls  
Depts of CARRS & Geography, MSU  
March 25, 2012



Preparing the next Michigan Tourism Strategic Plan



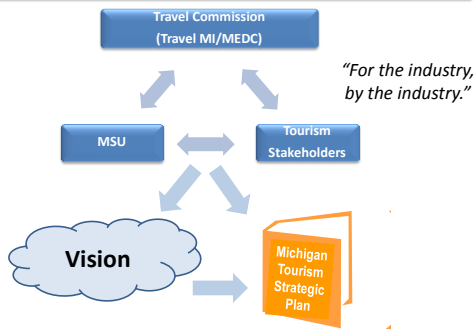
*A vision without a plan is just a dream.  
A plan without a vision is just drudgery.  
But a vision with a plan can change the world.*

(old proverb)



Preparing the next Michigan Tourism Strategic Plan

Michigan's future tourism **vision** and **strategic plan** are developed by tourism stakeholders via a process facilitated by MSU and under the leadership of the Travel Commission.



## 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 Yencich)
- 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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# The Four Main Components of the Plan



## ➤ VISION

### ➤ GOALS

### ➤ OBJECTIVES (what)

### ➤ STRATEGIES (how)

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

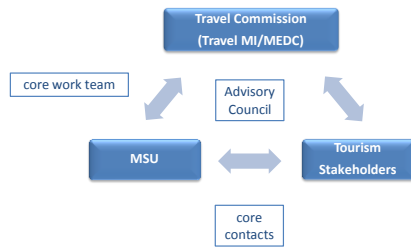
By Dec 31 2012

## ➤ IMPLEMENTATION + EVALUATION OF PROGRESS



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## Proposed Structure of Participants/Participation



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

## ADVISORY COUNCIL MEMBERS

- Matt Birbeck, MSU Product Center
- Donald Coe, Black Star Farms
- Heidi Dewald, Michigan Sunrise Tours
- Rick Hert, West Michigan Tourism Association
- Tin 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 Northrup, 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
- Rick Winn, Amway Hotel Corporation
- Steve Yencich, MI Lodging and Tourism Association

## ACTIVITIES TO DATE

- Advisory Council
- Website: <http://tourismplan.anr.msu.edu/>
- Evaluation of previous plan
- Visioning exercise

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

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n = 140

Sector	Number of Responses	Percent of Respondents
Lodging	68	48.6
Restaurant/Culinary	51	36.4
Attraction	45	32.1
Festival/Special event	38	27.1
Convention and Visitors Bureau	34	24.3
Golf	28	20.0
Winter sports	27	19.3
Boating	24	17.1
Hunting/Fishing	24	17.1
Transportation	21	15.0
Agriculture	20	14.3
RV/Camping	18	12.9
Local government	15	10.7
Vineyard/Winery	13	9.3
Education	11	7.9
Casino	8	5.7
State government	6	4.3
Federal government	0	0.0
Other	32	22.9

Note: multiple responses allowed

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

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

Note: multiple responses allowed

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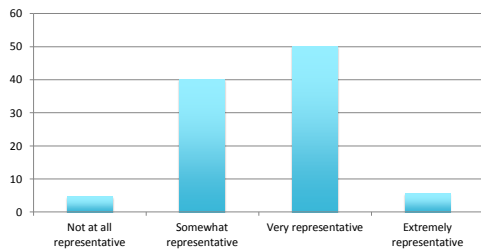
In your opinion, what is the one most critical need or issue currently facing Michigan's tourism industry?

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

Note: multiple responses allowed

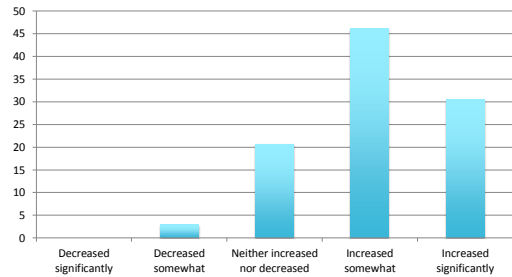


To what extent do you think the current membership of the Michigan Travel Commission is representative of the Michigan tourism industry?  
(n=110, mean= 2.56\*)

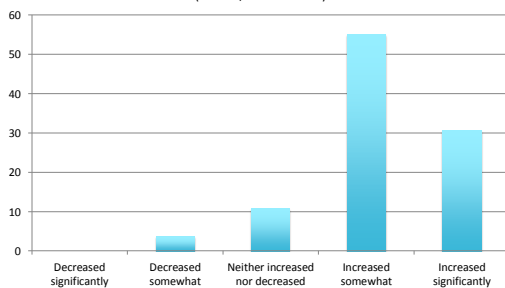


comments: need someone from a CVB (done!), need affiliations/bios online

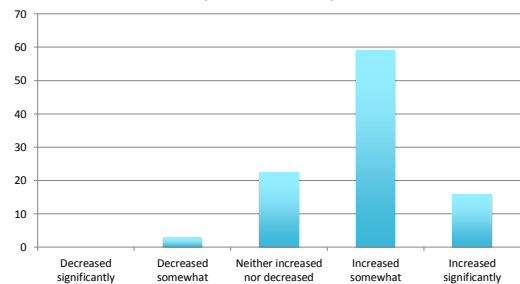
To what extent do you feel that the level of collaboration between Travel MI and other relevant state agencies has changed over the past five years?  
(n= 102, mean= 4.04\*)



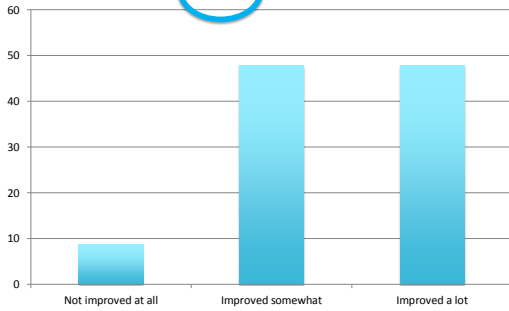
To what extent do you feel that the level of collaboration and communications between members of the tourism industry has changed over the past five years?  
(n= 111, mean= 4.13\*)



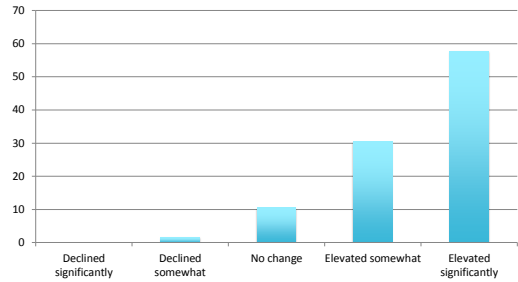
To what extent do you feel that industry-wide knowledge of best practices in collaboration and partnerships has changed over the past five years?  
(n= 107, mean= 3.88\*)



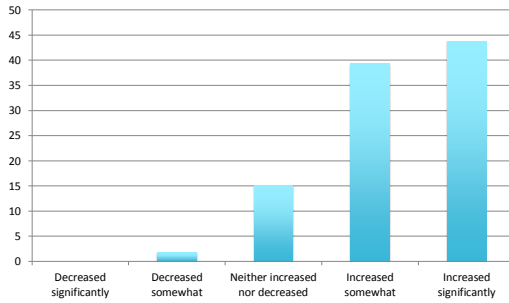
To what extent do you feel that the annual statewide tourism conference has improved over the past five years?  
(n= 69, mean= 2.38\*)



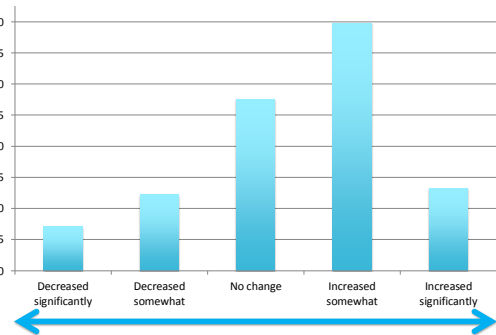
To what extent do you feel that the status of tourism as a vital component of the state's economy has been altered in the eyes of state leaders and officials over the past five years?  
(n= 125, mean= 4.44\*)



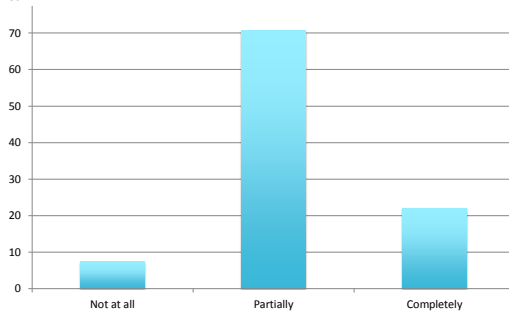
To what extent do you feel that the level of the tourism industry's direct engagement in the political process in Michigan has changed over the past five years?  
(n=112, mean= 4.25\*)



To what extent do you feel that access to relevant and timely tourism industry research has changed over the past five years?  
(n= 98, mean= 3.40\*)

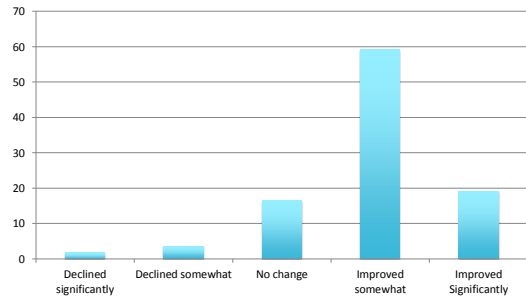


To what extent do you feel that the economic impact of tourism within the state has been clearly and credibly established?  
(n= 109, mean= 2.15\*)

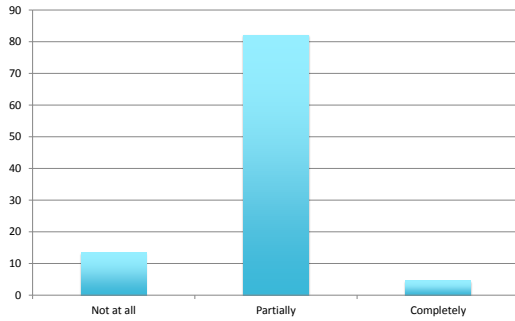


comments: have Pure MI ROI data but need broader perspective

To what extent do you feel that the industry's understanding of current and prospective Michigan travelers has changed over the past five years?  
(n= 110, mean= 3.90\*)

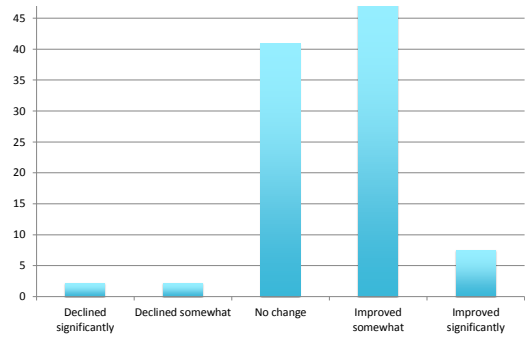


**To what extent do you feel that a culture of exceptional customer service currently exists throughout the tourism industry in Michigan?**  
(n= 112, mean= 2.28\*)

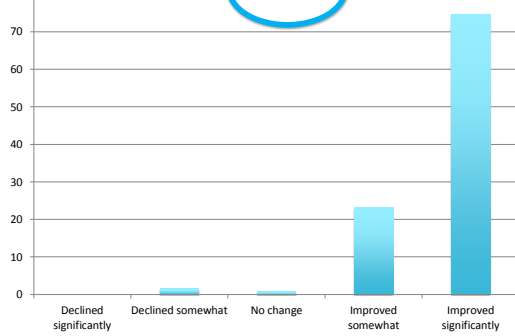


comments: site-specific; need year-round, state-wide emphasis

**To what extent do you feel that access to hospitality/customer service training opportunities has changed over the past five years?**  
(n= 93, mean= 3.56\*)

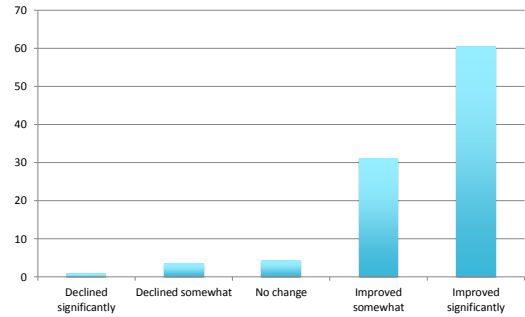


**To what extent do you feel that the image of Michigan as an engaging and memorable vacation destination has changed over the past five years?**  
(n= 130, mean= 4.71\*)



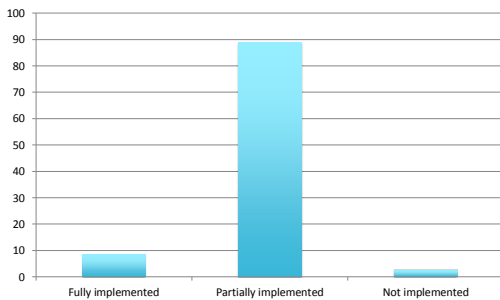
comments: thanks to Pure MI!

**To what extent do you feel that the funding situation for Michigan tourism has changed over the past five years?**  
(n= 119, mean= 4.47\*)

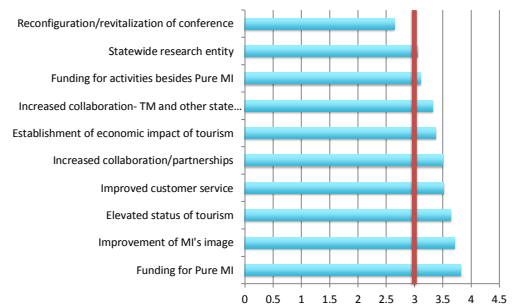


comments: but still need to make it permanent and/or increase it

**Overall, to what extent do you think that the goals and recommendations of the 2007-11 MTSP have been successfully implemented over the past five years?**  
(n= 106, mean= 1.94\*)



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



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

# Next Steps

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## ESTABLISHING THE VISION + GOALS

- **Vote on the vision!**
- Link on website: <http://tourismplan.anr.msu.edu/>
- Visioning + Goal Setting Session (Tues Mar 27) <sup>160</sup>
- Second session if necessary
- Online input

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## GOAL THEMES

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

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## ESTABLISHING OBJECTIVES + STRATEGIES

- Statewide meetings
- Schedule by end of April
- Please help with:
  - Identifying locations
  - Recruiting participants

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

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