

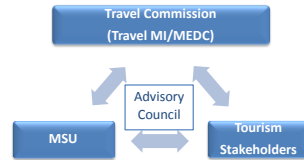
Update on the Michigan Tourism Strategic Plan

Dr. Sarah Nicholls
Depts of CARRS & Geography, MSU
Alpena, September 14, 2012



Preparing the next Michigan Tourism Strategic Plan

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, 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



Preparing the next Michigan Tourism Strategic Plan

The Four Main Components of the Plan



~ tan handout ~

➤ VISION

➤ GOALS

➤ OBJECTIVES (what)

➤ STRATEGIES (how)

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

By Dec 31 2012

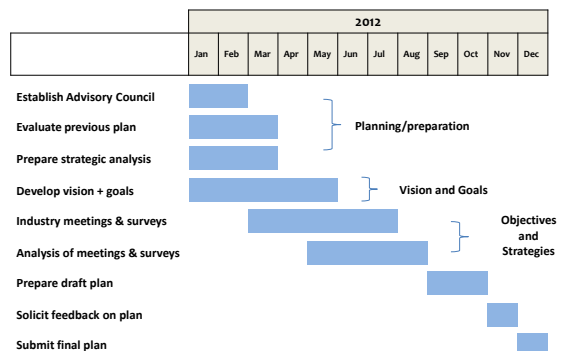
session on implementation at Governor's Conference in April

➤ IMPLEMENTATION + EVALUATION OF PROGRESS



Preparing the next Michigan Tourism Strategic Plan

Timeline



THE VISION

PURE MICHIGAN®

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**

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The Vision Process

- * Brainstorming session with TC
- * Online vote (n = 261)
- * Preliminary vision
- * Discussion with AC
- * Final vision approved by TC

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

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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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Preparing the next Michigan Tourism Strategic Plan

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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Preparing the next Michigan Tourism Strategic Plan

EIGHT THEMES

- Process:
 - Evaluation of previous plan (outstanding issues)
 - Preliminary vision/goal-setting session with TC
 - Establishment of goal themes
 - Vision/goal-setting session after Gov's Conf.
 - Follow-up vision/goal-setting session with AC
 - Approval of final goals by TC

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Preparing the next Michigan Tourism Strategic Plan

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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Preparing the next Michigan Tourism Strategic Plan

GOAL TWO

Funding and Financing

Secure adequate and stable funding and resources for all strategic plan initiatives.

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Preparing the next Michigan Tourism Strategic Plan

GOAL THREE

Product Development

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

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Preparing the next Michigan Tourism Strategic Plan

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.



Preparing the next Michigan Tourism Strategic Plan

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.



Preparing the next Michigan Tourism Strategic Plan

GOAL EIGHT

Service Excellence

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

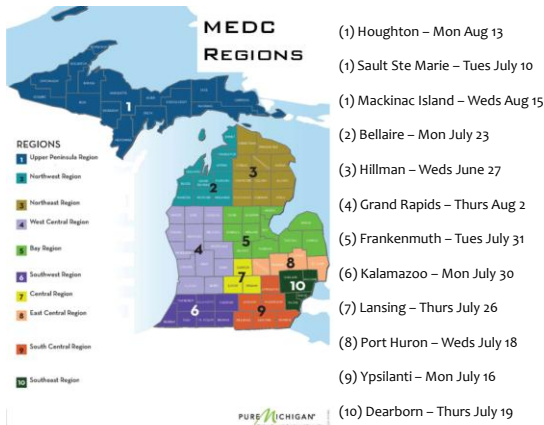


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Establishing Objectives and Strategies: Summer Industry Meetings



Preparing the next Michigan Tourism Strategic Plan



- All meetings 1-5:30pm
- Total attendees = 264
- Total pages of input = 221

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



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Meeting Sponsors

- Region One – Sault Ste. Marie: Best Western Sault Ste. Marie, Sault Area Convention & Visitor Bureau
- Region One – Houghton: Franklin Square Inn and Sheldon Grill
- Region One – Mackinac Island: Grand Hotel
- Region Two – Bellaire: Shanty Creek Resorts, Cadillac Area Visitors Bureau, Charlevoix Convention & Visitors Bureau, Traverse City Convention & Visitors Bureau
- Region Three – Hillman: Thunder Bay Golf & RV Resort
- Region Four – Grand Rapids: Department of Hospitality and Tourism Management, Grand Valley State University, Experience Grand Rapids, Kent County Lodging Association



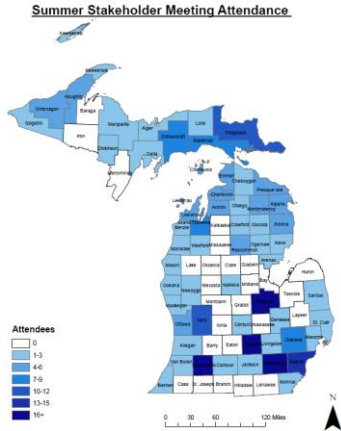
Meeting Sponsors

- Region Five – Frankenmuth: The Bavarian Inn Lodge Hotel & Conference Center
- Region Six – Kalamazoo: Holiday Inn West Kalamazoo, Discover Kalamazoo
- Region Seven – Lansing: Greater Lansing Convention & Visitors Bureau
- Region Eight – Port Huron: Blue Water Area Convention and Visitors Bureau, Acheson Ventures
- Region Nine – Ypsilanti: Department of Geography & Geology, Eastern Michigan University, Monroe County Convention & Tourism Bureau
- Region Ten – Dearborn: The Henry Ford, Detroit Metro Convention & Visitors Bureau



Location	Date	Attendees
Hillman	6/27/12	29
Kalamazoo	7/30/12	28
Bellaire	7/23/12	27
Grand Rapids	8/2/12	27
Lansing	7/26/12	25
Dearborn	7/19/12	22
Frankenmuth	7/31/12	22
Ypsilanti	7/16/12	21
Sault Ste Marie	7/10/12	18
Houghton	8/13/12	18
Mackinac Island	8/15/12	15
Port Huron	7/18/12	12
TOTAL		264

Arts/culture	36
CVB	36
Lodging	36
Chamber of Commerce	17
City/township government	15
Retail	12
County government	11
State government	10
Tours	10



Tables by Theme

- * PMC 17
- * CCP 16
- * FF 11
- * RE 11
- * PD 10
- * SE 10
- * PPGS 8
- * RTA 8

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Discussion of Objectives and Strategies

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For Discussion

- * What is missing?
- * What is unfeasible?
- * Are there clear priorities?
- * Where would we like more industry input?
- * What is for industry vs. Travel Michigan?

- * Many opportunities to cross-reference goals + objs.

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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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Preparing the next Michigan Tourism Strategic Plan

GOAL ONE

Collaboration, Cooperation and Partnerships

Objective One: Assess the status and effectiveness of the current partnership program.

Issues:

- Will increasing partnerships dilute the brand?
- As is, program is not open to all.

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Preparing the next Michigan Tourism Strategic Plan

GOAL ONE

Collaboration, Cooperation and Partnerships

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



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GOAL ONE

Collaboration, Cooperation and Partnerships

Objective Three: Continue to unite the industry.



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GOAL ONE

Collaboration, Cooperation and Partnerships

Objective Four: Establish a system of regional Tourism Councils, Committees or Boards (one per MEDC region).

Issue: Do we want/need an additional layer?



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GOAL ONE

Collaboration, Cooperation and Partnerships

Objective Five: Increase participation in the Governor's Awards for Innovative Tourism Collaboration.

Could integrate under Objective Three.



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GOAL ONE

Collaboration, Cooperation and Partnerships

Objective Six: Establish a committee focused on international tourism issues.



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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 TWO

Funding and Financing

Objective One: Increase Pure Michigan funding ...
by some % per year ... OR ... to \$50million by 2017
... OR in \$5m increments.

Issue: Statement of \$ amount.

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Preparing the next Michigan Tourism Strategic Plan

GOAL TWO

Funding and Financing

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

Issue: Source of funds – above and beyond PM
funding, or some proportion thereof?

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Preparing the next Michigan Tourism Strategic Plan

GOAL TWO

Funding and Financing

Objective Three: Create a series of revolving funds
including (i) for infrastructure improvement and
(ii) for low cost loans for small tourism businesses.

Could integrate under Objective Two.

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Preparing the next Michigan Tourism Strategic Plan

GOAL THREE

Product Development

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

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Preparing the next Michigan Tourism Strategic Plan

GOAL THREE

Product Development

Objective One: Improve quantity, quality and
diversity of transportation options into and
through the state, and raise awareness thereof.

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GOAL THREE

Product Development

Objective Two: Establish Michigan as a state with
a diverse, extensive and high quality network of
motorized, non-motorized and water-based trails.

MI as “The Trails State.”

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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: Establish Michigan as a national leader in the provision of universal access to its resources.

Could integrate under Objective Three.

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GOAL THREE

Product Development

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

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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.

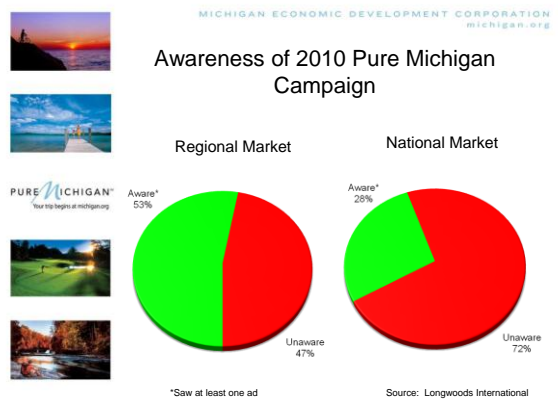
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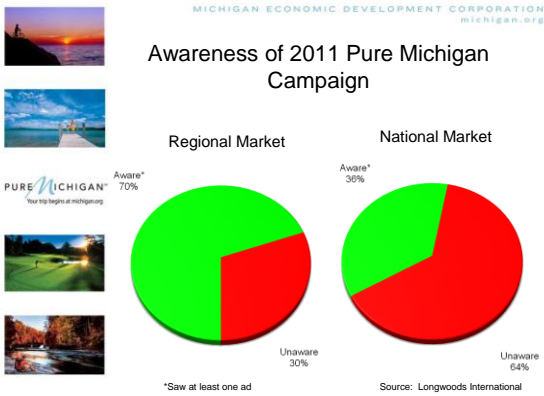
GOAL FOUR

Promotion, Marketing, and Communications

Objective One: Increase regional and national awareness of the Pure MI campaign from 70% and 36% in 2011 to ... x% ... by 2017.

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GOAL FOUR

Promotion, Marketing, and Communications

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

Objective Two B: Increase leisure spending from \$12.7 billion in 2010 (14th) to ... amount/rank ... by 2017.



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GOAL FOUR

Promotion, Marketing, and Communications

Objective Three: Increase ROI from \$4.90 in 2011 to ... \$x ... 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 awareness and understanding of and support for tourism among state legislators, county and local officials, businesses and residents.



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GOAL FIVE

Public Policy and Government Support

Objective Two: 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 and relevant industry research based on a public/private partnership.



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GOAL SIX

Research and Technical Assistance

Objective One: Educate the industry as to why research is important and a worthwhile investment (*ongoing*).



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GOAL SIX

Research and Technical Assistance

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



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GOAL SIX

Research and Technical Assistance

Objective Four: Develop a series of at least five short and easily accessible training modules that focus on, e.g.,:

1. Using the information system described under Objective Three.
2. How to use michigan.org.
3. How to develop an effective tourism website and/or mobile website design.
4. Effective use of social media.
5. Web analytics, search engine optimization, etc.



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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 SEVEN

Resources and the Environment

Objective One: Conduct a comprehensive inventory of Michigan resources by county and distribute to visitors, residents, resource managers and industry professionals (in appropriate formats).



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GOAL SEVEN

Resources and the Environment

Objective Two: Identify a list of key issues facing/ threats to the integrity of Michigan's resources, prepare an industry position statement regarding each, and raise awareness of/support for these issues among state, county and local government.



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GOAL SEVEN

Resources and the Environment

Objective Three: Raise Michigan's profile as an (inter)national leader in resource quality and stewardship.



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GOAL SEVEN

Resources and the Environment

Objective Four: Increase the emphasis of the Pure MI campaign on the state's cultural and heritage resources and attractions.

Note: Including better engaging the Native American community in interpreting and showcasing their heritage.



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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: Maintain our D.K. Shifflett leisure visitor satisfaction score ... *at some score ... or in the top ten or the top third of state scores ...*



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2009-2011 Leisure Visitor Opinion

		US	MI
Satisfaction	2009	7.8	7.5 (48)
	2010	8.3	8.4 (11)
	2011	8.4	8.5 (16)
Value	2009	7.7	7.3
	2010	8.0	8.2
	2011	8.2	8.4

Note: on a 10-point scale, 10 = highest

Source: D.K. Shifflett, 2010, 2011

GOAL EIGHT

Service Excellence

Objective Three: Develop and implement a short customer satisfaction survey that can be implemented state-wide.

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

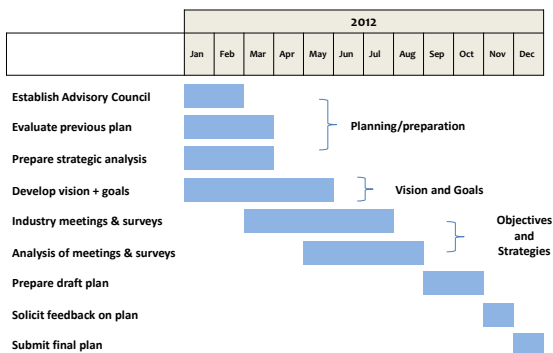


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Next Steps



Timeline



Online Survey

* Ranking/rating of objectives and strategies



Next AC + TC Meetings

- * Advisory Council
- * Monday October 29, Thompsonville
- * Travel Commission
- * Friday November 9, Dearborn



Draft Plan

- * Available for public review in November



Final Documents

- * One pager – vision and goals
- * Eight-ten pager – summary of process, vision, goals, objectives, sample strategies
- * Full plan – with and without Appendices



Thinking Ahead to 2013

- * Committees for each goal – in place by Jan 1
- * Use work teams as starting point



Final Questions or Comment?



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