Update on the Michigan Tourism Strategic Plan

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Depts of CARRS & Geography, MSU
Alpena, September 14, 2012

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.”

Preparing the next Michigan Tourism Strategic Plan

Advisory Council

- Donald Coe, Black Star Farms
- Rick Hert, West Michigan Tourism Association
- Patty Jannes, 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

The Four Main Components of the Plan

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

By Dec 31 2012

- increasing levels of specificity, measurability and time-sensitivity

Timeline

Planning/preparation

Vision and Goals

Objectives and Strategies

Implemention + Evaluation of Progress

Preparing the next Michigan Tourism Strategic Plan
THE 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

THE 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

The Vision Process

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

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

Characteristics of Vision

Characteristics of Goals
EIGHT THEMES

• Process:
  • Evaluation of previous plan (outstanding issues)
  • Preliminary vision/goal-setting session with TC

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

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.

GOAL TWO
Funding and Financing
Secure adequate and stable funding and resources for all strategic plan initiatives.

GOAL THREE
Product Development
Enhance infrastructure to support the delivery of a world class Pure Michigan travel experience.
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.

GOAL FIVE
Public Policy and Government Support

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

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.

GOAL SEVEN
Resources and the Environment

Be internationally recognized for our stewardship of – and rich opportunities to experience – our natural, cultural, and historic resources.

GOAL EIGHT
Service Excellence

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

<table>
<thead>
<tr>
<th>Location</th>
<th>Date</th>
<th>Attendees</th>
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<tbody>
<tr>
<td>Hillman</td>
<td>6/27/12</td>
<td>29</td>
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<tr>
<td>Kalamazoo</td>
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<td>Grand Rapids</td>
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<td>Dearborn</td>
<td>7/19/12</td>
<td>22</td>
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<td>Frankenmuth</td>
<td>7/31/12</td>
<td>22</td>
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<tr>
<td>Ypsilanti</td>
<td>7/16/12</td>
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<td>7/10/12</td>
<td>18</td>
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<tr>
<td>Houghton</td>
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<td>18</td>
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<tr>
<td>Mackinac Island</td>
<td>8/15/12</td>
<td>15</td>
</tr>
<tr>
<td>Port Huron</td>
<td>7/18/12</td>
<td>12</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>264</strong></td>
</tr>
</tbody>
</table>

### Meeting Sponsors

- Region One – Houghton: Franklin Square Inn and Shelden 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
- 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

### Industry Contributions

| 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 |
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.

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.

Discussion of Objectives and Strategies

Preparing the next Michigan Tourism Strategic Plan

Tables by Theme

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

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.

Objective Three: Continue to unite the industry.

Issue: Do we want/need an additional layer?

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

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

Could integrate under Objective Three.

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

GOAL TWO
Funding and Financing

Secure adequate and stable funding and resources for all strategic plan initiatives.
GOAL TWO
Funding and Financing

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

Issue: Statement of $ amount.

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?

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.

GOAL THREE
Product Development

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

GOAL THREE
Product Development

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

MI as “The Trails State.”
GOAL THREE
Product Development

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

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.

GOAL THREE
Product Development

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

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.

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

Awareness of 2010 Pure Michigan Campaign

Regional Market

National Market

* Saw at least one ad

Source: Longwoods International
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.

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.

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

GOAL SIX
Research and Technical Assistance

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

GOAL SIX
Research and Technical Assistance

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

GOAL SIX
Research and Technical Assistance

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

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.

GOAL SEVEN
Resources and the Environment

Be internationally recognized for our stewardship of – and rich opportunities to experience – our natural, cultural, and [historic] resources.
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).

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.

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

GOAL EIGHT
Service Excellence

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

Objective One: Define "service excellence" and "the Pure Michigan promise," and share these definitions with the industry.
GOAL EIGHT
Service Excellence

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

2009-2011 Leisure Visitor Opinion

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<tr>
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<th>MI</th>
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<tbody>
<tr>
<td>2009</td>
<td>7.8</td>
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<tr>
<td>2010</td>
<td>8.3</td>
<td>8.4 (11)</td>
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<tr>
<td>2011</td>
<td>8.4</td>
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</table>

Value

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<tbody>
<tr>
<td>2010</td>
<td>8.0</td>
<td>8.2</td>
</tr>
<tr>
<td>2011</td>
<td>8.2</td>
<td>8.4</td>
</tr>
</tbody>
</table>

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


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.

Next Steps
Timeline

Planning/preparation

Vision and Goals

Objectives and Strategies

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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