




MICHIGAN TOURISM STRATEGIC PLAN PROJECT

Process and Issues

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*Plan Development
Coordination Team*

Funding Partners

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| <ul style="list-style-type: none"> AAA Michigan ★ Battle Creek / Calhoun County VCB ◆ Bay Area CVB ● Blue Water Area CVB ● Campit Outdoor Rsrts/Saugatuck Weekends, Inc. ● Circle Michigan ● Flint Area CVB ★ Greater Lansing CVB ◆ Kewadin Casino ● Livingston County CVB ● Michigan Assoc. of RVs & Campgrounds ● Michigan International Speedway ● Michigan State University ★ Monroe County CTB ● Mount Pleasant Area CVB ■ Petoskey/Harbor Springs/Boyer CVB ■ Sheraton Lansing Hotel ● The Henry Ford ● Tourism Industry Coalition of Michigan ● TRAVELHOST – Michigan Editions ● West Michigan Tourism Association ● | <ul style="list-style-type: none"> Ann Arbor Area CVB ● Bavarian Inn Restaurant and Lodge ● Benzie County Area CVB ● Booth Newspapers of Michigan ■ Capri Drive-In Theatre ● Crystal Mountain ● Fort Fudge Shop, Inc. ● Hidden River Golf and Casting Club ● Lake Michigan Carferry ● Michigan Assoc. of CVBs ◆ Michigan Dept. History, Arts and Libraries ● Michigan Licensed Beverage Association ■ Midwest Living Magazine ● Naturally, West Central Michigan ■ Saginaw Valley CVB ★ Stevens Advertising ● The Little White House on Main ● Travel Michigan – MEDC ★ Traverse City CVB ■ Ypsilanti Area CVB ● |
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★ = Founding (\$10,000+)

◆ = Prime (\$5,000-9,999)

■ = Cooperating (\$2,500 – 4,999)

● = Sponsor (\$100 – 2,499)

* - individual private donors not listed



Information

Tourism Strategic Plan Project Office
CARRS Tourism Resource Center
Michigan State University
172 Natural Resources Bldg.
East Lansing, MI 48824


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www.tourismcenter.msu.edu/Plan



Industry Strategic Planning

A process by which an ***industry comes together*** across all its businesses, sectors, and support organizations to:


- Envision its future
- Discover its shared strategic issues
- Develop an agenda for cooperation and partnership
- Implement strategies that promote and enhance the entire industry



Industry Strategic Planning

It's like business-level planning in some ways:

- Analyzing **S**trengths, **W**eaknesses, **O**pportunities and **T**hreats
- Prioritizing strategic issues
- Laying out strategies that seize opportunities and solve problems
- Creating a winning game plan for success



Industry Strategic Planning


It's **NOT** like business-level planning in other ways:

- Creates a base for cooperation among **independent** businesses and support organizations.
- Searches for a shared voice and **not** a single voice.
- Defines an umbrella of **shared strategies** that allows each organization in the industry to pursue its own strategy more effectively.



What are the Benefits of an Industry Wide Strategic Plan ?

- Discover **shared strategic issues** that the industry can resolve together
- Develop an agenda for **cooperation and partnership**
- Implement strategies that **promote / enhance entire industry**
- Develop a sound **public policy** to support the industry
- Create **shared "brand"** that signals unique value
- Market **"whole" experiences** for Michigan customers that individual firms alone cannot
- Create a **support infrastructure** to enhance the industry and its products over time




What Kind of Plan Is Needed?

- Comprehensive
 - What we can do in the long term to grow this industry
- Visionary
 - Where we can be years from now, how to get there
- Inclusive
 - All regions, all sectors, profit and non-profit
- Knowledge-driven
 - Built on a foundation of facts




Proposed Process

- Form an initial development team
- Launch a fund raising campaign
- Design the approach, give structure to the planning process
- Develop a communications vehicle
- Form industry council and planning coordination team



Proposed Process

- Lead an industry mapping/visioning session
- Initiate regional listening sessions
- Form specialty working teams
- Write an industry wide strategic plan
- Conduct an industry summit
- Refine and implement the plan



Timeline

Mar 2006 - May 2006 (3 months)

- Preliminary project research report on tourism in Michigan.
- Initiate communications strategy
- Identify and convene the Industry Planning Council
- Identify Issue Work Teams
- Hold industry mapping session
- Review and refine planning process

June 2006 - July 2006 (2 months)

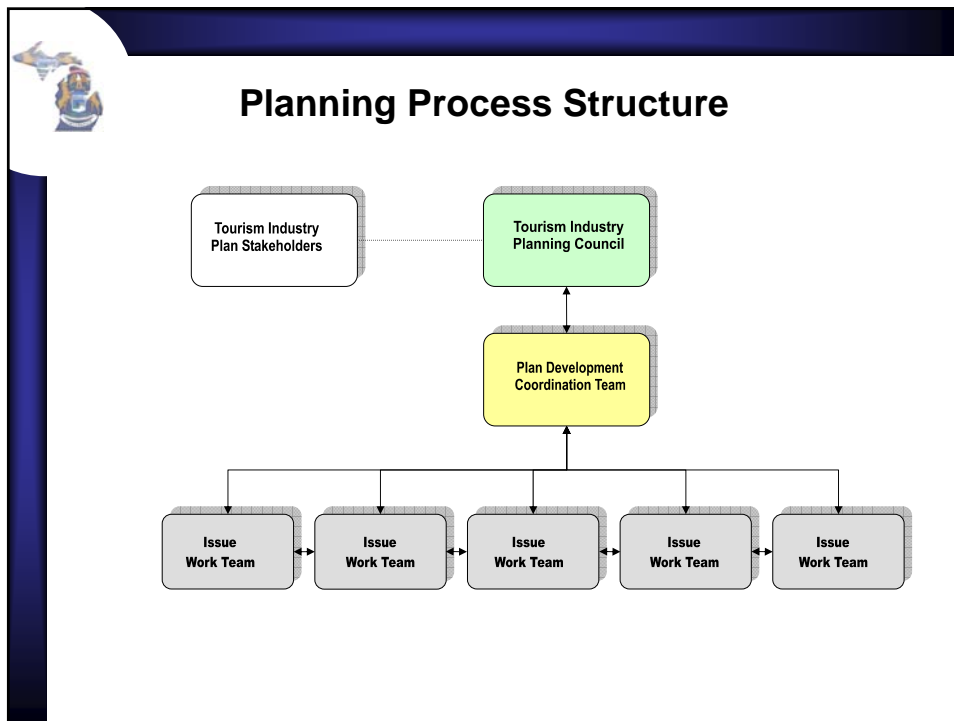
- Regional stakeholder listening sessions and issues identification
- Design/deploy online survey
- Convene Issue Work teams

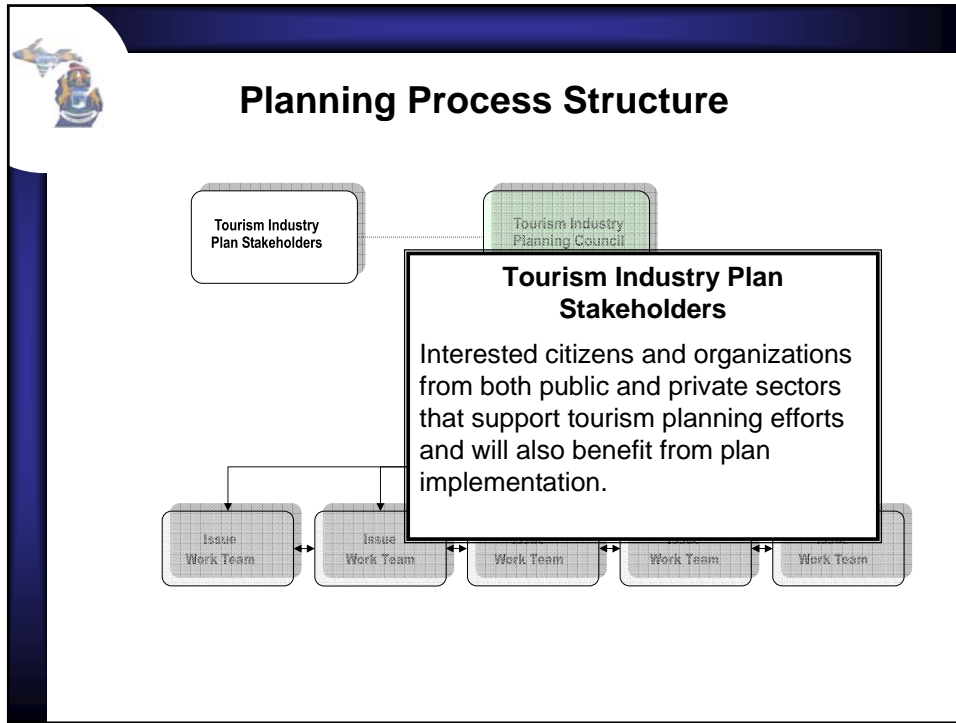
August 2006 - December 2006 (5 months)

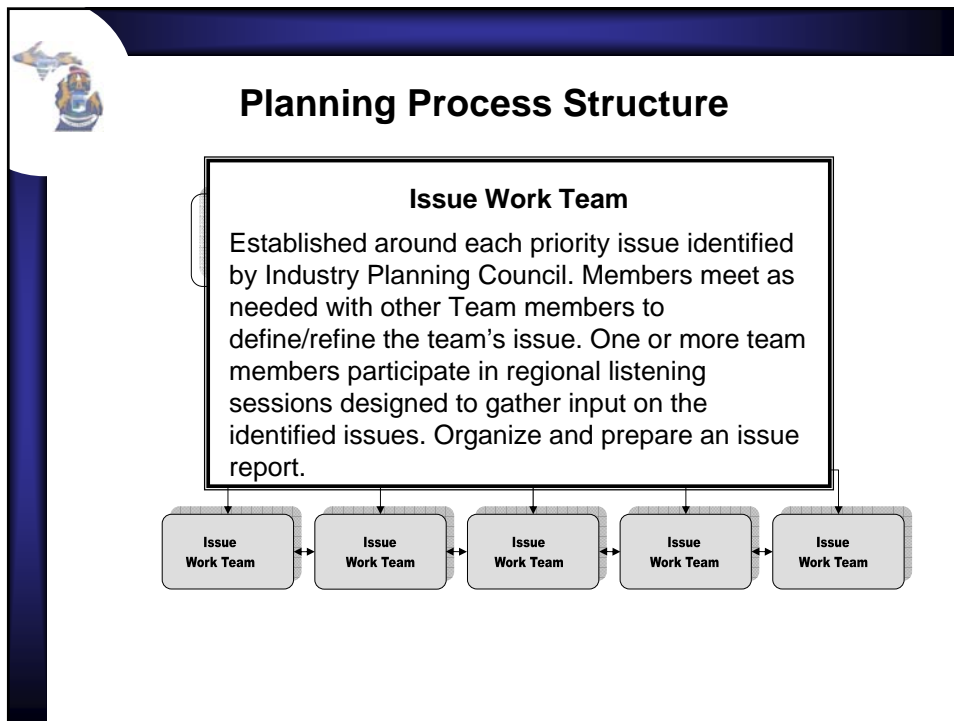
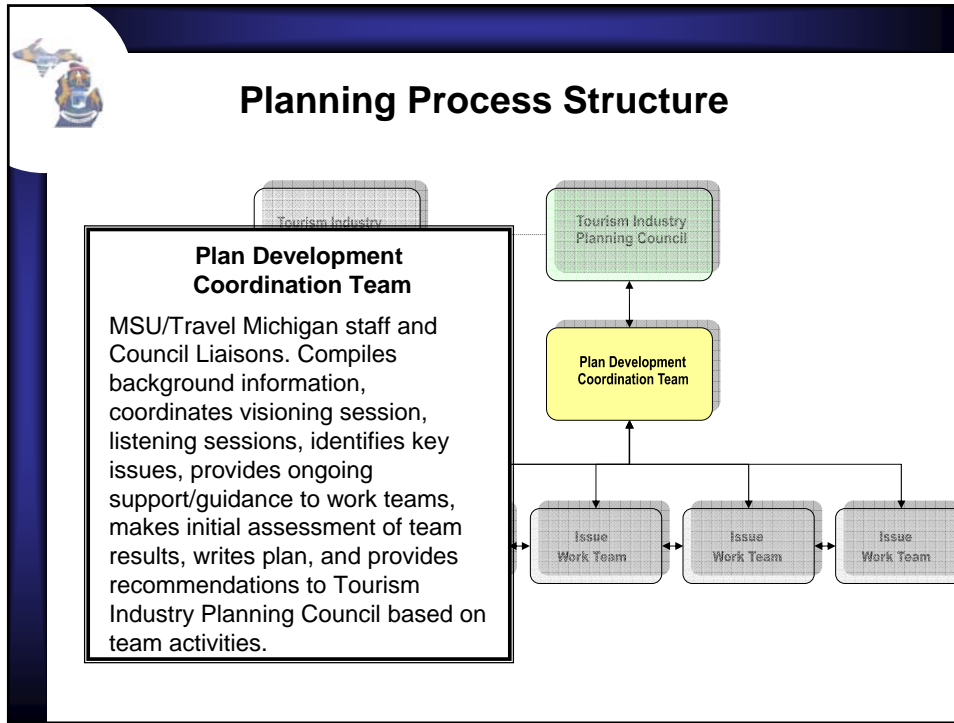
- Issue Work Team reports
- Create initial draft of plan and move it through a cycle of revision and refinement
- Submit plan for review and endorsement by Industry Planning Council

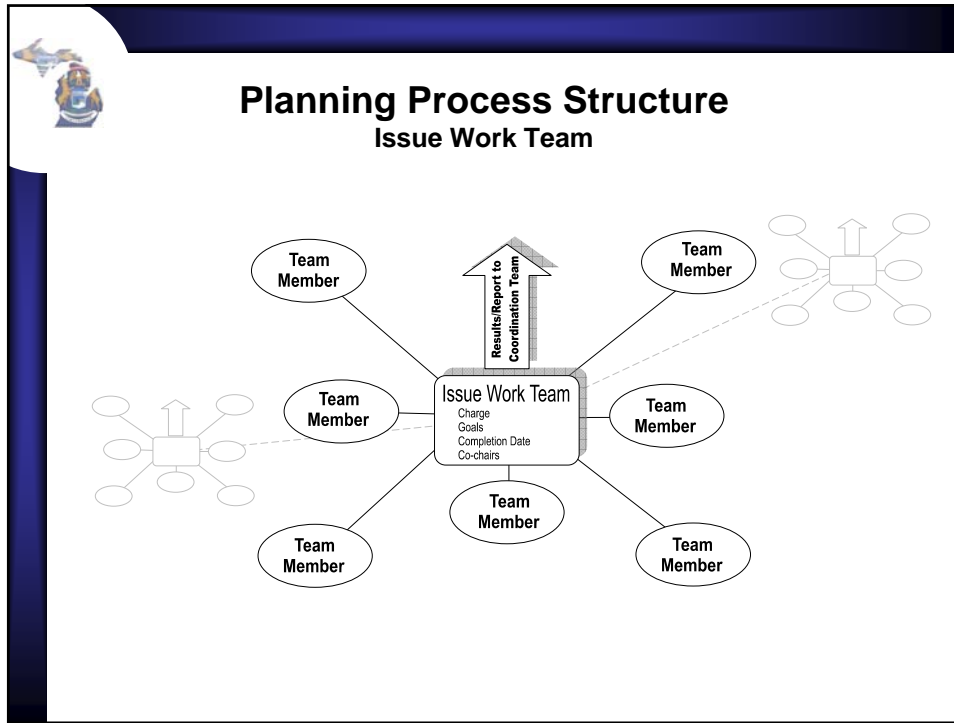
Jan 2007- Feb 2007 (2 months)

- Plan modification, review, and adopt by Industry Planning Council
- Plan presented at Statewide Tourism Industry Summit (March 2007)
- Identify and create permanent industry leadership structure and funding
- Initiate priority actions









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- Industry Planning Council**
- AAA Michigan
 - Ann Arbor Area CVB
 - Association of RV Parks and Campgrounds of Michigan
 - Battle Creek / Calhoun County VCB
 - Bavarian Inn Restaurant and Lodge
 - Bay Area CVB
 - Baymont Inns and Suites
 - Benzie County Area CVB
 - Blue Water Area CVB
 - Booth Newspapers of Michigan
 - Central Michigan University - Center for Leisure Services
 - Circle Michigan
 - Crystal Mountain Resort
 - Dean Transportation, Inc.
 - Flint Area CVB
 - Grand Rapids CVB
 - Grand Rapids Press
 - Great Lakes Crossing (Taubman Centers, Inc)
 - Greater Lansing CVB
 - Island Resort and Casino
 - Kalamazoo County CVB
 - Kewadin Casinos
 - Lake Michigan Carferry
 - Livingston County CVB
 - Mackinac State Historic Parks
 - Michigan Assoc. of CVBs
 - Michigan Assoc. of Recreational Vehicles & Campgrounds
 - Michigan Association of Fairs and Exhibitions
 - Michigan Boating Industries Association
 - Michigan Chamber of Commerce
 - Michigan Charter Boat Association
 - Michigan Festivals & Events Association
 - Michigan Golf Course Owners Association
 - Michigan Historical Museum
 - Michigan Hotel, Motel & Resort Association



Industry Planning Council

- Michigan Lake to Lake Bed & Breakfast Association
- Michigan Licensed Beverage Association
- Michigan Museums Association
- Michigan Recreation & Park Association
- Michigan Retailers Association
- Michigan Restaurant Association
- Michigan Sea Grant
- Michigan Snowmobile Association
- Michigan Snowsport Industries Association
- Michigan Soft Drink Association
- Michigan Trails and Greenways Alliance (Rails-to-Trails)
- Michigan's Adventure Amusement Park (Cedar Fair L.P.)
- Michigan's Sunrise Side Travel Association
- Midwest Living Magazine
- Motor City Casino
- MotorCities National Heritage Area
- Mount Pleasant CVB
- MSU Extension
- MSU - The School of Hospitality Business
- Muskegon CVB
- National Park Service
- Naturally, West Central Michigan
- Northeast Michigan Council of Governments
- Petoskey - Harbor Springs - Boyne Country CVB
- Saginaw Valley CVB
- Shepler's Mackinac Island Ferry
- Sheraton Lansing
- Small Business Association of Michigan
- Southwestern Michigan Tourist Council




Industry Planning Council

- State of Michigan
 - Dept. of Agriculture
 - Dept. of History, Arts & Libraries
 - Dept. of Labor and Economic Growth
 - Dept. of Natural Resources
 - Dept. Of Transportation
 - Dept. of Treasury
- Grape and Wine Industry Council
- Stevens Advertising
- The Henry Ford
- Tourism Industry Coalition Of Michigan
- Traverse City CVB
- Upper Peninsula Travel & Recreation Association
- USDA Forest Service
- West Michigan Tourist Association
- Ypsilanti Area CVB




Issue Categories and Ideas, Opinions and Concerns



Issue Categories Identified By Planning Council


- Industry Organization and Leadership
- Collaboration/Partnership
- Funding
- Research & Market Segmentation
- Public Policy and Government Relations
- General Promotion (Media)
- Training/Leadership
- Visitor Experience



Issues Category

Industry Organization and Leadership


1. Travel Michigan has earned the prominence to become it's own state division
2. Develop champions
3. What to do with the plan when done
4. The industry needs to review how its organized, or isn't, and decide what is needed going forward into the future
5. Create a "body" or "organization" to coordinate the industry and facilitate the strategic plan
6. Clarify/define what tourism is for Michigan
7. Develop the role of natural resources as a base for tourism strategy (parks, trails, boats, golf, campgrounds, snowmobiles, skiing, etc.)
8. Define the role of the Travel Commission
9. Know we have ability and talent to execute this plan but don't know if we are willing to commit



Issues Category

Collaboration/Partnership


1. Tourism industry needs to become unified
2. Need for a common voice
3. In recent yrs. Every time we came together good things happened. PLDS - \$15 million
4. What topics/ issues create division with the industry? How do we overcome these obstacles?
5. Improve communications
6. Need for collaboration at many levels including rural/ urban/ different segments, etc
7. We know that we need to collaborate but we need to work on doing it.



Issues Category

Funding

1. Stable funding
2. Funding source to advance/implement strategic agenda
3. State tourism funding possibilities
 - a) Additional 1% room tax
 - b) Rental car tax
 - c) Tax campgrounds like hotel on occupancy tax
4. Need to find out how all states get their tourism funding
5. Any potential funding cannot be distributed evenly. There must be prioritizing for funding and the tough decisions that go with it



Issues Category

Funding (cont.)


6. Increasing tourism promotion funding without raising taxes, surcharges or imposing fees
7. Steady source of funding that grows with industry for
 - a) Promotion
 - b) Research & evaluation
 - c) Education & Training
8. Steady source, non-politically based
9. Political funding implications of strategic planning
10. Bottom line is we need more funding to drive change. Let's seek out additional funding now.



Issues Category

Research & Market Segmentation


1. Timely info about the market(s)
2. Holistic, comprehensive data on economic benefit of tourism industry in Michigan
3. Measure value of tourism jobs
4. Define exactly what Michigan's comparative (not competitive) advantages are in tourism
5. General trends and visioning
6. Need more research on ROI, etc.
7. We need to better understand our markets and our competition



Issues Category

Public Policy and Government Relations


1. We need to know more about how to organize to affect public policy in our favor
2. Need strong political voice
3. We need to educate the public, and our industry, on the value and contribution of tourism to state.
4. Develop public policy recommendations for the future of tourism
5. Legislature does not understand tourism industry economic impact and does not value jobs it creates
6. What is the political makeup after Nov. 2006?
7. We know the tourism industry must become more politically powerful



Issues Category

General Promotion (Media)


1. What is the Michigan brand? What do we stand for?
2. Define who we need to market to now and in five years
3. Statewide promotional \$\$ well spent – how do we increase the amount
4. Michigan needs a state branding program
5. How are we going to get the word out to others about what the state has to offer
6. What are our product strengths and weaknesses?



Issues Category

Training/Leadership

1. The industry does not recognize the importance of our people vs. our assets
2. Plan to support creating high quality experiences for staff and consumers
3. How do we raise the level of hospitality as #1 goal in Michigan tourism
4. Need hospitality training as a priority



Issues Category

Visitor Experience

1. Physical condition not up to par
2. Hospitality values
3. What's missing?
4. Foreign visitor friendly signs
5. Service quality / product quality
6. A vision of the ideal visitor experience



Other Issues?



For More Information

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Thank You!