



Michigan Tourism Strategic Plan

“a plan for the industry, by the industry”

**An Update for the
Michigan Travel Commission**

Presented by Tourism Industry Planning Council Liaisons:

- **Rick Hert** - West Michigan Tourist Association
- **Jerry Preston** - Flint Area CVB
- **Annette Rummel** - Saginaw Valley CVB

*Travel Commission Meeting
The Henry Ford
December 1, 2006*

1



An industry strategic plan? Why now?

- Michigan tourism slow to recover from 9/11
- Overall economic condition of the state impacting industry growth and sustainability
- Realized need to take control of industry's future
- Desire to fulfill a 61 year old mandate

2



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

3



How do we do it?

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


4



Milestones

- **October 2005** - MSU makes presentation to Travel Commission regarding need for a comprehensive strategic plan for the industry. Travel Commission endorses initiative.
- **November 2005** - MSU hosts meeting of representatives from over 40 major industry organizations to present plan concept and seek input regarding support to move forward. Consensus of group - plan is a necessity.
- **December 2005 thru February 2006** - Efforts underway to raise funds to initiate project.
- **March 2006** - Project officially launched (funding goal not reached).

5

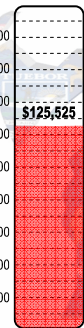


Milestones

Funding Partners

- AAA Michigan ★
- Alpena CVB ●
- Ann Arbor Area CVB ●
- Battle Creek / Calhoun County VCB ●
- Bavarian Inn Restaurant and Lodge ●
- Bay Area CVB ●
- Benzie County Area CVB ●
- Blue Water Area CVB ●
- Booth Newspapers of Michigan ■
- Campit Outdoor Resorts ●
- Capri Drive-In Theatre ●
- Circle Michigan ●
- Crystal Mountain ●
- Flint Area CVB ★
- Fort Fudge Shop, Inc. ●
- Grand Traverse Resort ●
- Greater Lansing CVB ◆
- Hidden River Golf and Casting Club ●
- Kewadin Casino ●
- Lake Michigan Carferry ●
- Lenawee County CVB ●
- Livingston County CVB ●
- Michigan Assoc. of CVBs ◆
- Michigan Assoc. of RVs & Campgrounds ●

\$200,000



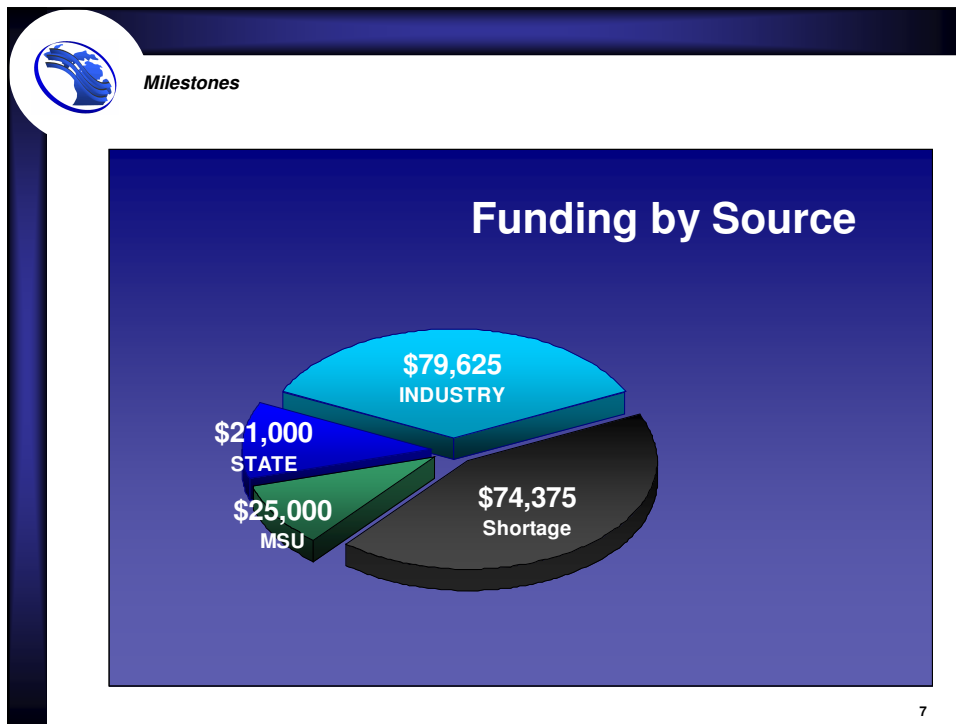
\$125,525

- Michigan Dept. History, Arts and Libraries ●
- Michigan Dept. of Transportation ★
- Michigan International Speedway ●
- Michigan Licensed Beverage Association ■
- Michigan State University ★
- Midwest Living Magazine ●
- Monroe County CTB ●
- Mount Pleasant Area CVB ■
- Naturally, West Central Michigan ■
- Petoskey/Harbor Springs/Boyne CVB ■
- Saginaw Valley CVB ★
- Sheraton Lansing Hotel ●
- Stevens Advertising ●
- The Henry Ford ●
- The Little White House on Main ●
- Tourism Industry Coalition of Michigan ●
- Travel Michigan – MEDC ★
- TRAVELHOST – Michigan Editions ●
- Traverse City CVB ■
- Western UP CVB ●
- West Michigan Tourism Association ●
- Ypsilanti Area CVB ●

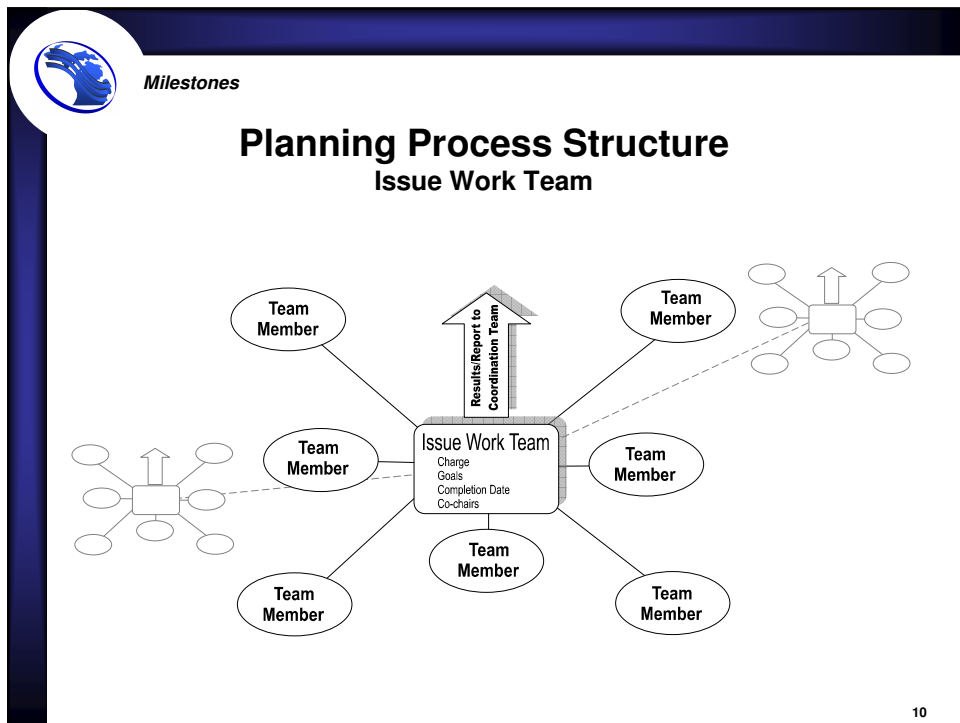
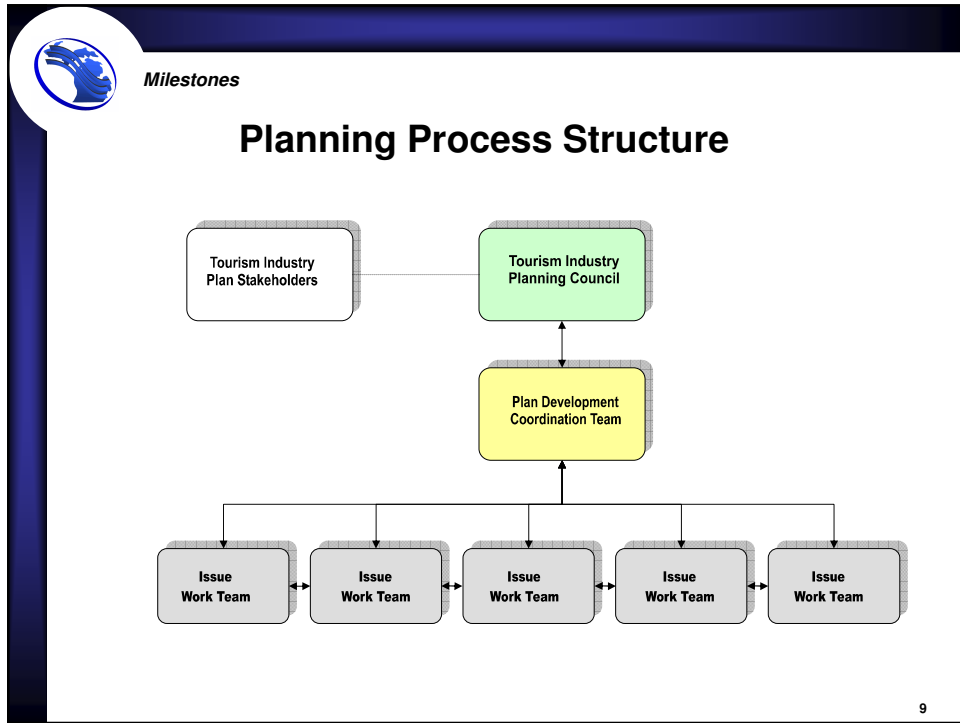
★ = Founding (\$10,000+)
 ◆ = Prime (\$5,000-9,999)
 ■ = Cooperating (\$2,500 – 4,999)
 ● = Sponsor (\$100 – 2,499)

* - individual private donors not listed

6



-  **Milestones**
- May 2006**
- 75 member Council attends all-day Visioning Session in Lansing.
 - "Big Eight" critical issue areas identified
 - **Collaboration and Partnerships**
 - **Funding**
 - **Hospitality Training**
 - **Industry Organization and Leadership**
 - **Promotion and Media**
 - **Public Policy and Government Relations**
 - **Research and Market Segmentation**
 - **Visitor Experience**
 - Issue Work Teams (IWT) configured around each area
- 8





Milestones


June-July 2006

- Seven statewide Listening Sessions held to gather input from industry on eight areas.
- Locations: Iron Mountain, Sault Ste. Marie, Battle Creek, Dearborn, Frankenmuth, Alpena, Traverse City
- Attended by over 250 stakeholders.

August-October 2006

- IWTs mobilized and work begins on analyzing information collected from previous sessions, professional experience, and other industry sources.
- Issue work statements and report framework created.
- Online web site set established to gather additional feedback from industry stakeholders.

11




Milestones

November 2006

IWT reports submitted and discussed by full Council at meeting in Flint.

12



Milestones

The “Big Eight” Issue Work Team Reports

Summary of Recommendations

13



IWT Recommendations

Collaboration and Partnerships


Short-term

- Establish a Tourism Collaboration Task Force
- Infuse collaboration in the Annual Michigan Tourism Conference

Long-term

- The Industry should be cognizant and open to possibilities for collaboration on multiple levels (e.g., between individual organizations, government agencies, geographic regions, other states, etc.)
- Train front line staff to both welcome visitors and expose them to the full range of experiences Michigan has to offer
- Build public support for the industry

14



IWT Recommendations

Funding

Call for broad industry participation in a private sector-based, industry-wide effort to increase tourism promotion funding to \$30 million annually, utilizing appropriations from the state's General Fund, and to secure such funding without tax, fee assessment or surcharge increase.

15



IWT Recommendations

Hospitality Training

- Develop a "fundamental" Michigan Hospitality Certificate Program for front line staff, 4 hours in duration, exam award certificate
- Develop Owner/Manager Certificate Programs, 6 contact hours, exam, award certificate
- Manage both programs through a central organization within the industry itself
- Develop training components through a state wide Regional Skills Alliance

16



IWT Recommendations

Industry Organization and Leadership

- Membership of the Travel Commission should be strengthened, and representative of this broad industry
- Industry trade associations should be engaged in the gubernatorial appointment process
- The Travel Commission should convene an annual meeting of HAL, MDA, MDOT, MDNR, MEDC, to discuss common issues and response strategies

17



IWT Recommendations

Promotion and Media

- Develop strategies to market together
- Conduct research to identify current and prospective markets and their perception of the Michigan Travel Product
- Establish research-based criteria for setting promotional priorities and for measuring results
- Review programs in other states
- Create a balanced strategy around both “paid” and “earned” components

18



IWT Recommendations

Public Policy and Government Relations


Short Term

- Identify revenue sources to support recommendations
- Develop a tourism Caucus to anticipate a tourism agenda that includes: Funding, transportation, environment and return on investment research

Long Term

- Examine roles of Travel Michigan & the Travel Commission with MEDC
- Move into political action mode of operation
- Establish a long-term funding mechanism necessary to continue the efforts of the plan

19



IWT Recommendations

Research & Market Segmentation

Develop a central system for gathering and providing critical information to all levels of the tourism industry involved in investment and marketing decisions. Travel Michigan should have a primary leadership role in creating this system.

20




IWT Recommendations

Visitor Experience

- Establish a culture of exceptional customer service
- Achieve the actualization of a superior service model
- Make the visitor experience more engaging and memorable
- Establish a best practice website
- Enhance the natural, built and institutional environments

21




Milestones

November 2006

Council members surveyed with follow-up "Next Steps" questionnaire.

- 1) To move forward with drafting the first version of the plan, do you support the recommendations as submitted by the Issue Work Teams at the Flint meeting? *Result: 2:1 YES*
- 2) Are a) how the plan is to be implemented, and b) who is going to be responsible, the two most critical questions that remain unanswered? *Result: 9:1 YES*
- 3) If the Travel Commission's role could be strengthened and returned to its original authority as provided in the 1945 legislation (Public Act 106), would you agree that the Travel Commission should be responsible for the plan and its implementation? *Result: 4:1 YES*

22



What are the next steps?

- *Move forward with first draft of Plan using the IWT reports as a foundation*
- *Identify who will take ownership of the Michigan Tourism Strategic Plan and be responsible for its implementation*

23



What role does the Michigan Travel Commission play?

We respectfully ask that the Michigan Travel Commission consider assuming the responsibility, authority and accountability for the plan as supported by the Tourism Industry Planning Council.



**Michigan Tourism
Strategic Plan**

24