



A STRATEGIC PLAN FOR MICHIGAN'S TOURISM INDUSTRY Summary

The Proposition

A call to action is being made to all stakeholders in Michigan's tourism industry to come together to create and fund an industry strategic plan. The plan will allow stakeholders to:

- Envision the industry's future
- Discover shared strategic issues that the industry can resolve together
- Develop an agenda for cooperation and partnership
- Implement strategies that promote and enhance the entire industry

Potential Stakeholders

The placeholder word is "tourism." Potential stakeholders should think of this word in the broadest possible way—encompassing all the businesses, organizations and service sectors related to, but not limited to, travel, recreation, hospitality, lodging, restaurants, attractions and convention and visitor services. Confirming "tourism" as the best descriptor for this "industry", or identifying a preferred alternative, will be an issue addressed early in the planning process.

The Need and the Proposed Response

Michigan's tourism industry faces a variety of challenges:

- Low occupancy rates
- Declining rank in industry expenditures and promotion among other states
- Threats arising from the reversal of fortune for the state's auto industry
- Weak public understanding that the industry can generate economic growth

An industry strategic planning process can help address these challenges by analyzing and recommending shared strategies to:

- Pursue sound public policy to support the industry
- Create a shared "brand" that signals unique value for industry customers
- Share promotion efforts
- Create "whole" experiences for our customers that individual organizations cannot
- Develop supporting infrastructure to enhance the industry

Goals for the Planning Process

- To create a comprehensive industry plan that will help the industry take actions that enhance product development, industry profitability, and public support
- To build a sustainable industry leadership structure for implementation and action

The Process

The attached budget and timeline lay out the proposed process that will be reviewed and revised once an Industry Planning Council is formed. The process is built around:

- A one-year 2006 timeline to have maximum public policy impact
- A comprehensive partnership between industry, government and academia to design a plan FOR the industry BY the industry
- Maximum opportunities for participation and input into the planning process
- Excellent staffing to facilitate the process and see that it accomplishes its goals
- An industry summit to finalize input and create consensus actions

ULTIMATE OUTCOME: A Michigan tourism industry that has a *shared public voice*, an umbrella of *shared strategies* that allows each industry organization to pursue its own strategy more effectively, and overall *enhancement of industry innovation, economic development, and profitability*.