Informing the Debate

Evaluation of the Pure Michigan Campaign:

Policy Implications and the Importance of Empowering Michigan Residents

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MICHIGAN STATE
U N I V E R S I T Y

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Executive Summary

Michigan's economic downturn has contributed to an increase in the unemployment rate and a population decrease over the past decade. In order to rejuvenate the state's economy, the Pure Michigan campaign as a promotional strategy has been recognized as one way of promoting Michigan's tourism industry. Since Pure Michigan launched in 2006, the campaign has had a ripple effect on the state's tourism industry. Due to the campaign's success, its budget has continuously increased since 2006, except in 2010. The continuous investment in the campaign has improved the state's image as a tourism destination, which in turn has increased travel, visitor spending, and state tax revenue.

Tourism is a system of which destinations and host communities are integral parts. Therefore, the campaign requires citizens' active participation for achieving its purpose because without local level tourism infrastructure, enthusiasm and hospitality, out-of-state visitors cannot experience what Pure Michigan promises. Because of this, it is necessary to evaluate sociopolitical outcomes, such as the extent to which the Pure Michigan campaign creates citizen and community momentum to carry forward its goals. There is a reciprocal relationship between social capital and citizen participation. Active citizen participation in tourism promotion and planning efforts leads to empowerment at the local level. In turn, empowered citizens contribute to further development of creative solutions and tourism efforts locally.

To examine the significance of the Pure Michigan campaign and the role of citizen participation in tourism development, this study had four objectives:

- to understand the current state of the Pure Michigan campaign
- to identify other states' tourism marketing policies that might be useful if implemented in Michigan
- to assess residents' sense of community and empowerment in influencing decisions that impact local tourism outcomes, and
- to make recommendations to Pure Michigan policy makers for ways to enhance the success of the campaign and increase support from local communities.

To meet these objectives, we examined both secondary data provided by the State of Michigan and other sources and survey data from questions included in Michigan State University's State of the State Survey (SOSS).

Examination of secondary data revealed that:

- Budget cuts in tourism promotion resulted in decreased tourism activity in several states; for instance, in Texas, an 84% cut in the tourism promotion budget is credited with an increase in Texans traveling to neighboring states in 2011.

- Pure Michigan has more friends on its Facebook page than any other state's tourism page. Social media tactics play a critical role in not only promoting tourism activity but also in obtaining opinions from tourists and local communities.
- Public and private tourism marketing partnerships enhance community participation and provide important sources of funding.
- The Pure Michigan campaign is recognized nationally and internationally as a success story in creating the state's brand.
- The campaign has improved the state's image as a tourism destination, which in turn has increased travel, visitor spending, and state tax revenue.
- As an indicator of the campaign's success, Pure Michigan was the first state tourism campaign to generate a positive Return On Investment (ROI) in 2009. The standard economic indicators of success (ROI, tourist expenditures, etc.) seem to be continuing on a positive trajectory.
- Between 2004 and 2009, the average ROI of the campaign was $2.85; for every dollar spent on the Pure Michigan campaign, Michigan received $2.85 in tax revenue.
- Most states' tourism promotion impacts are measured with economically-oriented indices like the ROI. Sociopolitical indicators of success, such as local level sentiments of empowerment and participation in tourism planning efforts, are typically not addressed. However, destinations and host communities are integral parts of tourism systems. Campaigns like Pure Michigan require citizens' active participation for achieving their goals. Thus, sociopolitical indicators can also be used to assess public policy success.
- Local communities and businesses have increasingly become partners of Pure Michigan in the hopes that the synergistic effect will generate even more positive economic impact to both the state and local communities.
- Given the state's economic challenges, continued funding of Pure Michigan at a relatively high level is evidence that Michigan sees tourism as an important component of the "new Michigan economy".

Questions in the State of the State Survey (SOSS) assessed Michigan residents' demographic characteristics, familiarity and satisfaction with the Pure Michigan campaign, sense of community, perceived empowerment with regards to tourism, and their involvement in tourism planning and policymaking at the local level:

- The SOSS, a telephone interview of Michigan residents, is administered quarterly by Michigan State University's Institute for Public Policy and Social Research (IPPSR)
- 947 Michigan residents completed Round 59 of the SOSS between May 13, 2011 and July 7, 2011. The statewide sampling error was plus or minus 3.2%; regional sampling errors ranged from a low of plus or minus 7.2% for the West Central region to a high of plus or minus 13.1% for the Upper Peninsula.
- Approximately 85% of the respondents were at least a little familiar with the Pure Michigan campaign while 15% were not familiar at all. This result indicates that the

campaign has been successful in creating awareness among Michigan residents even though its focus is on out-of-state markets.

- However, we also found that Travel Michigan needs to improve recognition of Pure Michigan among diverse groups based on age (less than 30 year olds), region (Upper Peninsula and Detroit), and education level (those with high school education or less).
- Eighty-three percent of respondents agreed that the Pure Michigan campaign has positively affected tourism in Michigan; while 53% expressed that the campaign has positively affected tourism in their communities. Compared to other regions, residents of Detroit and the Upper Peninsula were the least positive concerning statewide impacts of Pure Michigan; residents of the East Central region and Detroit were the least positive about the local impacts of the campaign.
- Psychological empowerment of citizens is an indicator of the success of community participation in policymaking processes, including tourism planning. Empowerment has two parts: belief in one's understanding of how to participate in political decisions and belief in one's leadership abilities. Empowerment was relatively high overall, but there were age and educational differences. Those less than 30 years old expressed less understanding about ways to influence government. Those will high school or less education and those over 60 years old felt less confidence in their leadership abilities.
- Sense of community is important because it influences empowerment directly. Studies have also shown sense of community to be a precursor of citizen participation in activities and organizations. Michigan residents' sense of community was relatively high overall, but there were some group differences. Those less than 30 years old, residents of Detroit, and those with less than college-level education generally felt less attachments to their communities.
- Overall, the proportion of Michigan citizens who participate in political behaviors relative to tourism and Pure Michigan is low. The results indicate that not knowing how to participate has a dampening effect on participation. Increasing awareness of the means by which Michigan residents can participate in Pure Michigan and other tourism development decisions should be a major priority.

Based on other states' experiences and programs, the tourism marketing and public participation literature, and survey results, we propose nine inter-related policy recommendations for growing and sustaining the positive impacts of the Pure Michigan campaign:

1. Continue to fund the Pure Michigan campaign at a consistent level
2. Continue to develop partnerships with Michigan communities and businesses
3. Persist in improving positive public relations between the state and local regions/communities
4. Implement a "Pure Michigan Ambassador" program
5. Keep evaluating and redesigning the Pure Michigan website to become increasingly user-friendly and accessible

6. Expand "Pure Michigan" brand guidelines to include green or sustainable labeling certification and/or accreditation
7. Continue to build bridges with state agencies, initiatives and programs aimed at the conservation of natural and cultural resources
8. Persist with efforts to increase local impacts of tourism across the state and in certain regions; fund efforts to measure these impacts via research
9. Provide more information about ways that citizens can engage with the Pure Michigan campaign

Each of these recommendations is discussed in detail in the final section of this report.

Introduction

Michigan has experienced a serious economic slump due to the decline of manufacturing over the last decade. The economic downturn contributed to an increase in the unemployment rate and a population decrease. The 2010 Census revealed that the state's population decreased by 0.6 percent, and that Michigan was the only U.S. state to lose population in the past decade (LaPlante, 2010). A major reason for the population decline is the exodus of individuals to find jobs in other states as the number of jobs in Michigan fell considerably (Davidson, 2010). Although signs of this recovery are beginning to emerge, this demographic change will affect Michigan's political power and the level of federal funding received.

In order to rejuvenate the state's economy, a range of policies has been proposed. Many authors argue that tourism is a tool for regenerating regional and local economic conditions (Dwyer, Forsyth, Spurr, & Vanho, 2003; Hampton, 1998; Lee & Chang, 2008; Stynes, 2011). In 2010, Michigan's tourism industry generated approximately 10,000 new jobs, $17.2 billion in sales and $964 million in state tax revenue, the biggest one-year increase in the state's history (Pure Michigan, 2011; Routh, 2011). Tourism is a leading economic force in Michigan and has the potential to play a significant role in rejuvenating the state's economy (Nicholls and McCole, 2011).

One of the more well-known state economic growth programs is Pure Michigan, an advertising and branding campaign designed to promote the state's tourism industry. In 2011, the state legislature authorized, and Michigan Governor Snyder signed, a bill transferring $25 million to the Pure Michigan campaign from the 21st Century Jobs Trust Fund. This transfer will ensure funding for one more year (Sanchez, 2011). Continued funding will depend on support from the 21st Century Jobs Trust Fund for which tourism has been authorized as a permissible use (Gielczyk, 2011).

Travel Michigan, the official agent of the Pure Michigan campaign, announced that the campaign has had a ripple effect on the state's tourism and economy. Recently, the Michigan Economic Development Corporation released data showing that "the campaign motivated 7.2 millions trips to the state; those visitors spent two billion dollars at businesses; and they paid 138 million dollars in Michigan sales tax" (Longwoods International, 2010; MEDC, 2011). Even though the Pure Michigan campaign has successfully promoted the state's tourism industry, some local communities and businesses have not fared as well due to limited matching funds needed to take advantage of Pure Michigan programming (Johnes, 2011). An analysis of Pure Michigan's impact is needed to reveal areas in need of improvement and underscore its critical importance in Michigan's tourism and economic growth.

Tourism is a system of which destinations and host communities are integral parts. Therefore, Pure Michigan requires citizens' active participation for achieving its purpose because without

local level tourism infrastructure, enthusiasm and hospitality and access to natural and cultural resources, out-of-state visitors cannot experience what Pure Michigan promises. Underscoring the importance of local participation, a different tourism campaign, "Be a Tourist in Your Own Town," emphasizes the importance of community awareness and support of local tourism opportunities. Likewise, many studies stress that citizen participation is critical to sustain locals' socioeconomic and natural environments (Bramwell & Sharman, 1999; Spencer, 2010; Tosun, 2006). Lansing and De Vries (2007) suggested that tourism development simultaneously pursues economic enhancement combined with environmental and socio-cultural protection in host communities. However, to be sustainable, the benefits of tourism must be fairly distributed to various stakeholders such as local residents in host communities, tourists, operators, and regulators (Hardy & Beeton, 2001). Following this recommendation, states have implemented creative marketing policies and programs not only to engage citizens but also to enhance the overall effectiveness of their tourism promotion campaigns. A review of other states' tourism promotion policies and programs may yield ideas for workable enhancements to Pure Michigan.

Citizen support and motivation to participate in tourism development come from a variety of sources, beginning with awareness of state policies and programs. It is, therefore, important to evaluate community assets such as the extent to which the Pure Michigan campaign creates momentum to carry forward its goals. Two correlates of momentum are individuals' sense of community and active participation in the implementation of a policy or program, such as Pure Michigan (Peterson et al., 2008). Active participation, in turn, enhances empowerment and leadership competence. Empowered citizens can contribute to the development of creative solutions and influence policy-making processes.

To examine the significance of the Pure Michigan campaign and the role of residents in tourism development, we completed a study, which is partially based on a public opinion survey. Our study had four objectives: 1) understanding the current state of the Pure Michigan campaign; 2) identifying other states' tourism marketing policies that might be useful in Michigan; 3) assessing residents' sense of community and empowerment in influencing decisions that impact local tourism outcomes; and 4) making recommendations to Pure Michigan policy makers for ways to enhance the success of the campaign and increase support from local communities.

Background

Marketing is crucial component of success in private and public sectors (Hutt & Speh, 2010; Irwin, 2002; Sargeant, Foreman, & Liao, 2002). The tourism industry not only consists of multiple sectors but also is a complex and dynamic system (Jansen-Verbeke, 1986; McKercher, 1999; Narayan, 2004; Rodolfo, 2008; S. Williams, 2004). As such, private businesses and public policy makers devote substantial resources to developing efficient and appropriate marketing strategies for promoting their tourism products.

Williams (2006) claimed that marketing and promotion are cornerstones of successful tourism related activities. Local and regional tourism marketing campaigns highlight their images to tourists (Royo-Vela, 2009) because images of destinations deeply affect tourists' behaviors including visiting, purchasing, and preference. (Bigné, Sánchez, & Sánchez, 2001; Chon, 1992; O'Leary & Deegan, 2005). Tilson and Stacks (1997) argued that a tourism destination's image is the most significant element of its commodity. A tourism campaign is one way to enhance the image of a tourism destination, and well planned tourism campaigns can have positive impacts on images of tourism destinations (Avraham & Ketter, 2008; Chaudhary, 2000).

Therefore, organizations, businesses and governmental authorities have focused on campaigns and marketing for promoting their tourism industry. They have advertised their tourism attractions through diverse media like radio, television, film, and the Internet. Studies reveal that media-based tourism marketing positively influences tourism destination demand (R. Butler, 1990; Connell, 2005).   Locations that are featured on television shows, documentaries, or movies, have become attractive tourism destinations (Hudson & Ritchie, 2006).   Internet blogs include visual information that significantly influences tourists' behaviors (Lin & Huang, 2006). Additionally, social media affect travel decisions via testimonials from friends and trusted sources.

Some research concludes that tourism marketing and campaigns are closely related to place, or destination branding (Hankinson, 2005; Morgan, Pritchard, & Pride, 2002; Pike, 2005). In the field of tourism, scholars prefer to use "destination branding" instead of place branding. According to Cai (2002, p. 722), "destination branding can be defined as selecting a consistent element mix to identify and distinguish it through positive image building." In other words, destination branding is a strategic attempt by tourism destinations to make their characteristics and identities unique and distinguishable. Hosany and associates (2006) argue that destination branding has been indispensable for competent product positioning in the tourism market. In attributing development to branding it is important to remember Anholt's (2008) caveat that "..communications are no substitute for policies, and that altering the image of a country or city may require something a little more substantial than graphic design, advertising or PR campaigns." Pure Michigan can sell the state, but the state needs to make sure that visitors experience the state's qualities that are promised or implied, including its natural resources and cultural attractions.

Community participation is a crucial element of effective and appropriate destination branding (Cai, 2002). The definition of community has long been a question to scholars since the early era of human history. The classical views of community mostly rely on members' physical and psychological attachments within geographical boundaries (Bradshaw, 2008). However, due to technological advances, geographical boundaries are only one way to define community. Also, community is related to a sense of belonging beyond geophysical boundaries (Lawrence, 1995; Rothaermel & Sugiyama, 2001). Nonetheless, in tourism planning and policymaking, geographical boundaries seem to play a significant role in sense of community because tourism

is "essentially place-based and involves the product of destination identity" (Dredge & Jenkins, 2003, p. 383).

Community participation is a significant part of policymaking in tourism and recreation development and planning (Tylor, 1995; Choi & Sirakaya, 2006; Keogh, 1990; Ruiz-Ballesteros, 2011; Simmons, 1994; Simpson, 2008). To achieve active community participation in the tourism domain, the role of government and development authorities is to communicate with stakeholders, maintain transparency and provide ample and timely feedback (Yankelovich, 1991).

In order to enhance community participation in tourism marketing, both public and private sectors sometimes enter into partnerships with diverse stakeholders. Over the last two decades, many studies have found that partnerships are effective ways to strengthen community participation, provide efficient resource management and solve destination development problems (De Araujo & Bramwell, 2002; Hall, 1999; Lim & McAleer, 2005; Martin & McBoyle, 2006). By their very nature, partnerships lead tourism officials and agencies into relationships with various stakeholders including local communities.

For decades, partnerships and other forms of public participation have been seen as integral components of democratic decision making processes (Laurain & Shaw, 2009; Wellman & Propst, 2004). Creighton (2005, p. 7) argued that "public participation is the process by which public concerns, needs, and values are incorporated into government and corporate decision-making." Wellman and Propst (2004) state that a goal of citizen participation is to gain public understanding and support for policies. Public participation addresses diverse stakeholders' needs and preferences by cultivating better dialogue and broadening constituencies involved in decision-making (Thompson, Elmendorf, McDonough, & Burban, 2005). There are two distinct goals of participatory approaches: participation as a means to increase efficiency and an end for empowerment and equity (Clever, 1999; Diamond, 2002). Mannigel (2008) asserts that considering participation as an end empowers local stakeholders.

According to the International Association for Public Participation (2011), empowerment means "to place final decision-making in the hands of the public." Psychological empowerment is "a feeling of greater control over one's life which an individual experiences following active membership in groups or organizations" (Rissel, Perry, & Finnegan, 1996, p. 211). Ohmer (2007, p. 110) argued that "citizen participation can empower communities and individuals to influence external social systems and work with neighbors and community organizations to improve their neighborhoods." Because of these outcomes, psychological empowerment of citizens is an indicator of the success of community participation in policymaking processes, including tourism planning. We assert that the more empowered citizens and regions in Michigan are able to organize, seek resources on their own and influence the allocation of public funds regarding tourism development. Knowing the location of these empowered individuals and communities will enable the state to focus its attention on other regions where empowerment in tourism planning and marketing is still emerging.

The Sociopolitical Control Scale (SPCS) is used to examine the association between empowerment and political behaviors. The SPCS measures the three primary dimensions of empowerment: an individual's sense of leadership efficacy (Leadership Competence), the belief that one can influence the political world (Policy Control) and political behaviors (organizing, writing letters, making phone calls, participating on citizen boards, etc.). The SPCS has been a public policy assessment tool since the 1990s. For instance, Zimmerman and his colleagues (1999) used the SPCS to measure how well intervention programs protected at-risk youth. Smith and Propst adapted the SPCS in 2001 to study individuals' perceived policy control related to natural resources decision making in Michigan. Many other studies have adapted the SPCS in order to evaluate empowerment-related outcomes of community-based programs and projects (Peterson et al, 2006).

Sense of Community (SOC), a key construct in community psychology, refers to the connections between humans and other social groups. SOC has been studied in community organizations, rehabilitation programs, neighborhoods, workplaces, faith institutions and immigrant communities (Peterson et al., 2008). The SOC scale and its variants measure individuals' sense of connectedness in community programs and organizations. Researchers have found that SOC correlates well with citizen participation in community groups and activities, empowerment, mental health and depression (Peterson et al., 2008). Hence, SPC and SOC scales have been used in concert to evaluate the outcomes of community-based programs and initiatives.

The SPCS and SOC informed the development of our study, which used both scales in MSU's State-of-the-State Survey (SOSS) to assess the degree to which Michigan residents feel tied to their communities and empowered to engage in Pure Michigan and other tourism development activities locally. Before providing the SOSS results, we share the results of our review of other states' tourism promotion programs, especially in light of their ability to engage and empower citizens.

Review of Other States' Tourism Promotion Programs

In the United States, most state governments have established tourism promotion related policies for stimulating or revitalizing their economies. As part of their tourism promotion, tourism destination slogans are a tool for advertising each state to other places and differentiating themselves in the market (Pike, 2005). Some destination slogans have evolved into destination brands, which can play a significant role in attracting tourists (Figure 1). Mak (2011) demonstrated that the brand-based tourism promotion of Iowa significantly attracted tourists to that state. Destination brandings, such as Pure Michigan, are crucial elements of tourism marketing.

Figure 1. Examples of Tourism Campaigns that have evolved into Destination Brands

Explore Minnesota
Source: www.hospitalitymn.com

Too Much Fun for Just One Day
Source: www.industry.discoverohio.com

Awaken Your Florida Side
Source: www.pitchengine.com/visitflorida

Pure Michigan
Source: www.puremichigan.org

Funding Mechanisms for Tourism Promotion

In fewer than half of the states, the financial source for tourism promotion is the general tax fund (Bonham & Mak, 1996; Shields, 2006). Shields (2006) reported that 21 states' tourism promotion funds came from the general fund and the other 29 states' funds came from tourism industry-related taxes, lottery ticket sales, and membership fees. In some states, both funding sources are used. For instance, the total budget of Alaska's core marketing program is $11.7 million with $9 million coming from state government and the rest provided by the state's tourism industry through Alaska Travel Industry Association (Alaska Travel Industry Association, 2010).

Even though some states cut their tourism budgets because of the economic slump, others still spend significant sums for promotion. Washington State eliminated its funding for tourism marketing and closed its tourism office in 2011 (Baker, 2010). On the other hand, Hawaii will spend $69 million each year between 2012 and 2015 (Niesses, 2011) which is the biggest budget in the nation. In the Midwest states for fiscal year 2010 (Figure 2), Illinois contributed

$48.9 million to its tourism department; Michigan paid $18.7 million; Wisconsin spent $13.1 million; Minnesota paid $9.2 million; Ohio expended $5.4 million; and Indiana disbursed $2.8 million (Steinke, 2010).

Figure 2. Total Budgets for Tourism Departments or Agencies in the Midwest States in 2010
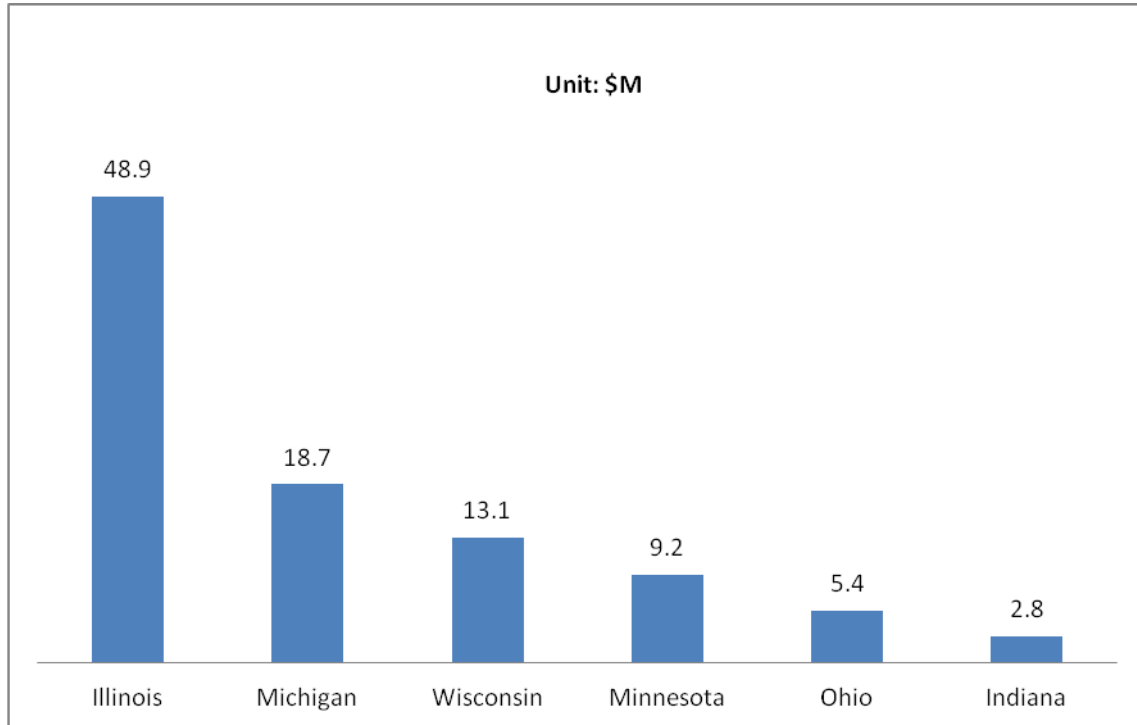
Source: Steinke, A. (2010).

In Texas, the state government cut 84% of its tourism promotion budget, to $3 million, in 2011, and local communities criticized that this has caused tourists to travel to neighboring states such as New Mexico, Louisiana, Arkansas, and Oklahoma (Millar, 2011). Louisiana will increase its budget for its tourism campaign to $4.2 million in 2011. Additionally, Louisiana will spend more money after receiving the $30 million that BP has promised the state for promoting tourism as part of compensation for the Gulf oil spill. Tourism promotion is a critical element of tourism policy in most states. One reason is that, until recently, the U.S. was the only advanced economy that did not have a national tourism office. Hence, most states established their own state tourism offices which actively work for promoting their tourism industry. Figure 3 presents the total budget of the top 10 states that spent money via their state tourism offices. Michigan's total tourism budget ranks sixth out of ten. It is noteworthy that states like Michigan made these investments given their economic conditions. States like Hawaii, Florida and California have long histories of supporting tourism as a cornerstone of their economies. This same pattern has not been the case in Michigan. However, given its economic challenges, continued funding at a relatively high level is evidence that Michigan sees tourism as an important component of the "new Michigan economy".

Figure 3. Total Budgets of the Top 10 State Tourism Offices in Fiscal Year 2009-2010
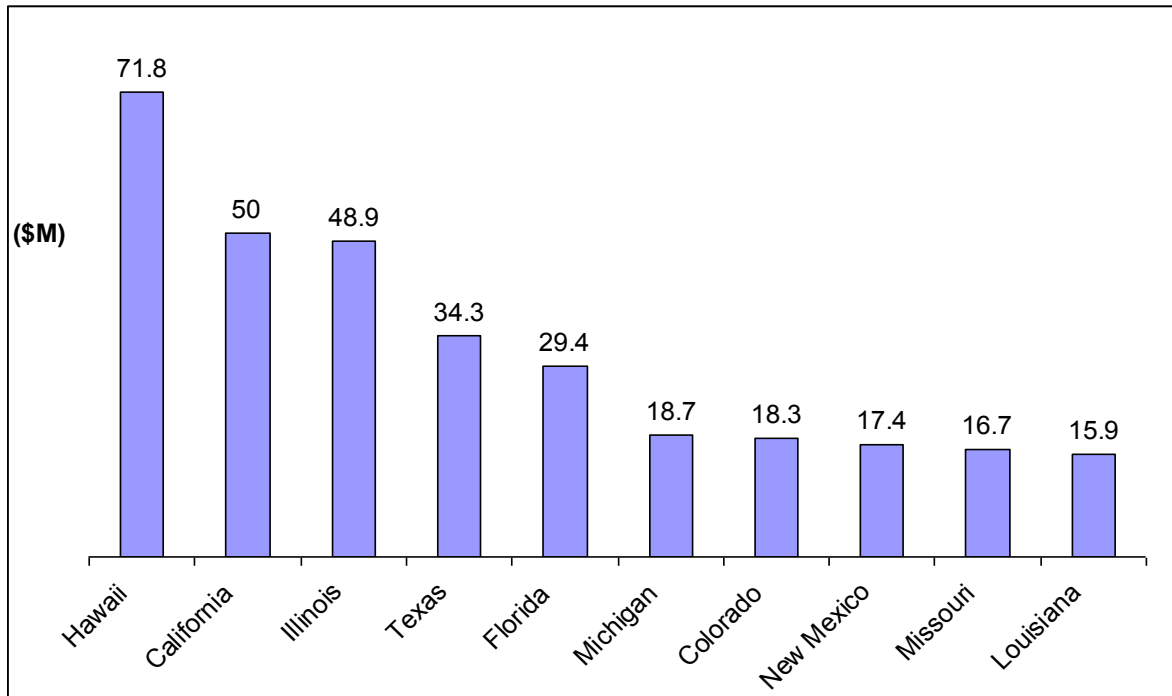
Source: U.S. Travel Association and White Paper on California Tourism

ROI-Centered Analysis

To justify continued funding, states must show the positive impacts of their investments. Return on Investment (ROI) is one metric that states use to demonstrate positive economic impacts from tourism promotion spending. It is considered a favorable use of state tax dollars when the ROI is positive, or when the return exceeds the amount of public expenditure. A University of Minnesota Cooperative Extension team (2010) recently reported the ROI of selected states' tourism offices. They found that all states had positive ROIs. Even though the evaluation years differed, California had the highest ROI (Visitor spending per advertisement dollar: $305; and state and local tax revenue per advertisement dollar: $20). The ROIs of Missouri and Michigan were the lowest among the states studied (Table 1.).

Table1. Recent ROI Analysis of State Level Tourism Assessments*

State	Period of Campaign	ROI: Visitor Spending per Ad Dollar	ROI: State and Local Tax Revenue per Ad Dollar
Arizona	2007: 21 months	180.0	15.0
California	2009	305.0	20.0
Colorado	April 07 and June 08	193.0	13.0
Florida	2010 spring	147.0	9.0
Michigan	2005 and 2009	48.5(FY 2005)	2.2 (FY 2009)
Minnesota	2000: 6 months	52.6	4.6
Missouri	2009	46.8	4.6
Montana	2003-2004: 12 months	50.0	3.5
North Dakota	2007	123.0	9.0
Oregon	2008: Short term	134.0	5.0

Sources: University of Minnesota Cooperative Extension (2010) & Longwoods International (2010) for Michigan 2009 ROI.

*State-by-state comparisons like these must be interpreted with caution as the methods, assumptions and data that goes into their calculation vary markedly.

It is tempting to make state-by-state comparisons of ROI's. However, such comparisons are misleading as the assumptions, environmental context (e.g., weather, seasonal differences), methods and data that go into their calculation vary markedly. The Ohio Department of Development (2011) revealed that its 2010 ROI was $13 which means that the state's paid tourism campaign, "Too Much Fun for Just One Day, resulted in a return of $13 in state and local taxes for every $1 invested in the campaign.   Ohio's ROI increased slightly from $12 in 2008 to $13 in 2010 (Ohio Department of Development, 2011). The Ohio ROI is based on both instate and out of state visitor spending, whereas the Michigan ROI is based only on out of state visitor spending, a much more conservative estimate. Due to just this one difference, it would be wrong to conclude that Ohio is 13/2.2 or six times more efficient than Michigan in terms of taxpayer spending for tourism promotion.

Compounding this "apples to oranges" problem, another challenge in interpreting differences in ROIs across states is the lack of transparency regarding methods and data. Nationally, only one or two consulting firms compute the ROIs for the various states and may consider the details of their methodology to be proprietary. In the state of Virginia, the Virginia Tourism Corporation (2008) spent $2.5 million on promotion out of its $12.5 million tourism budget in 2006. Its ROI was $5 for every $1 spent on promotion of the "Front Row Fanatic" campaign of 2006. The relative value of Virginia's ROI is useful, as it shows a positive return, but detailed computational procedures are not available so comparisons with other states are valid. A more appropriate way to use ROI values is across years within a given state. For example, Indiana studied the economic impacts of its tourism promotion campaign between 2004 and 2006

(Figure 4). The results revealed that even though Indiana's tourism advertising budget decreased, the visitor spending ROI and tax ROI were continuously higher than the past years (Strategic Marketing & Research Inc., 2007). Even here, caution is necessary as Indiana's procedures, data or assumptions may have changed during the time frame of the comparisons.

Figure 4. Change in Visitor Spending ROI and Tax ROI in Indiana between 2004 and 2006
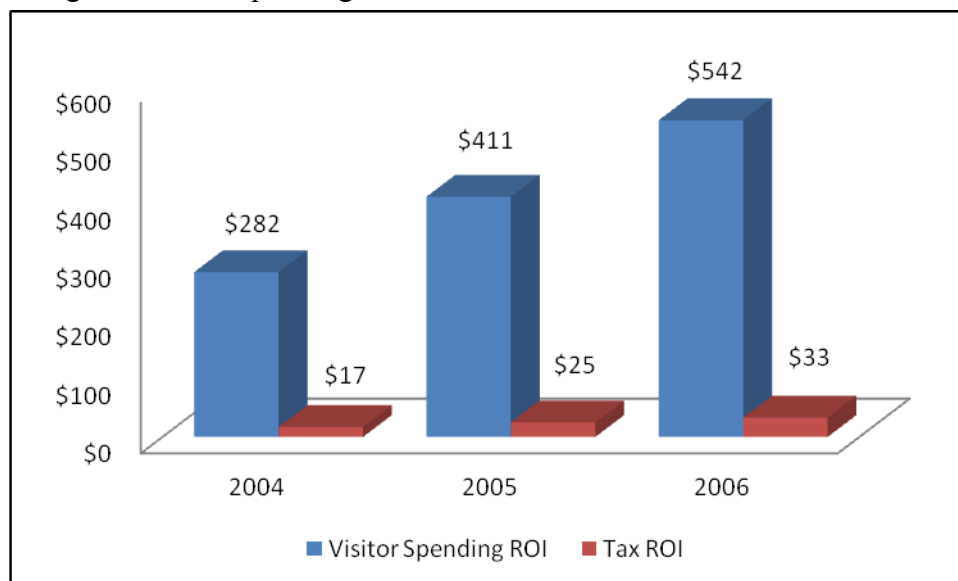
Source: Strategic Marketing & Research Inc. (2007)

Most studies of the impact of tourism marketing have focused on ROI and other economic indicators, such as taxes generated by tourism expenditures. Sociopolitical indicators of success, such as the local level sentiments about the usefulness of various campaigns or level of local participation in tourism planning efforts, are not addressed. Yet, tourism is a system, of which destinations and host communities are integral parts. Campaigns like Pure Michigan require citizens' active participation for achieving their purpose because without local level tourism infrastructure, enthusiasm and hospitality, and access to natural and cultural resources the promise to out-of-state visitors is a hollow one.

Uses of the Internet

Several studies argue that community participation is a crucial element of long-term oriented tourism planning and policies (Fallon & Kriwoken, 2003; Li, 2006; Mitchell & Reid, 2001). Some states make great efforts to gain support from local communities for their tourism marketing programs. Like other policymaking processes, many states use public hearings and meetings as traditional ways by which public opinions may influence tourism marketing policies. In line with advances in communications technology, most state governments have websites which provide diverse tourism information for attracting tourists and promoting their tourism resources. Virtual communities can play an important role online to build customer relation-

ships and provide feedback (Baglieri & Consoli, 2009).

In addition, other Internet technology for increasing community participation is evolving. Travelers often rely on reports about hotels, restaurants and tours on websites such as Tripadvisor (Schmalleger & Carson, 2008; Williams et al., 2010) which provide word of mouth commentary of value to tourists and the tourism industry. Another example concerns real-time communications tools such as "Facebook", "Twitter", and "Flickr". These tools advertise tourism attractions to out-of-state visitors. They can also be used to encourage local communities and individuals to network, share information and participate in tourism planning and marketing activities.

After reviewing some states' tourism-related 'Facebook' pages, it is clear that individuals find social media to be convenient tools for expressing their opinions. According to Travel Michigan (2010), an independent firm ranked Michigan as the top social media state. Pure Michigan has more friends than any other state's Facebook page. As evidence of its popularity, Internet voting stimulated by Pure Michigan's Facebook page resulted in Sleeping Bear Dunes being named the most beautiful place in the America last summer by Good Morning America. Michigan receives a noteworthy number of photographs via its Flickr site. The Ohio Tourism Division's Facebook page provides a variety of tourism information and introduces its new programs, policies, and plans. Many individuals and businesses express their opinions and advertisements. For instance, someone posted his or her reaction to the logo of the state's tourism campaign: "Really starting to like the "Hi! Ohio" logo. Do you sell merchandise featuring the logo?" Furthermore, some Ohio cities use the Facebook page to promote and advertize their tourism features. Indiana also has a Facebook page for advertising its tourism industry. As with Ohio, many individuals and local communities post their opinions about tourism marketing and policies and advertize events and tourism products.

Figure 5. The Pure Michigan brand has found its way into even the smallest of Michigan communities

Source: The photo was taken by Eunseong Jeong on 08/22/2011

Partnerships for Tourism Development

Partnerships are effective ways to communicate with and involve local communities in tourism marketing (Bramwell & Sharman, 1999; d'Andella & Go, 2009). Many states' travel authorities enter into partnerships with local communities and businesses as well as out-of-state stakeholders in order to expand their budgets and let local communities become involved in tourism marketing. For example, the Indiana Office of Tourism Development (IOTD) has expanded its operating budget through partnerships with tourism components such as lodging, restaurants, convention and visitor bureaus, and municipalities (Nichols Tourism Group, 2006). Additionally, the IOTD provided $5,000 to 11 counties to help them assess their tourism resources and successes and implement tourism promotion efforts (McCollum, 2008). In 2011, the IOTD established the "Cooperative Advertising Program", which assists the state's attractions and businesses through partnerships with local communities for promoting their tourism assets (IOTD, 2011).

According to the Committee on State Government Innovation and Veterans of Minnesota (CSGIV, 2011), approximately $6.68 million was committed to tourism marketing in Minnesota through public and private partnerships in FY 2010. The committee has several expectations regarding its partnership program: "1) increase private sector involvement; 2) create opportunity for new partnerships; 3) avoid duplication and extend reach; and 4) develop diversified funding opportunities" (CSGIV, 2011, p. 28). Additionally, by sharing information with local communities, the partnership effort fosters statewide integrated marketing. Similarly, Ohio encourages the states' tourism stakeholders to join as partners in tourism marketing (Ohio Tourism Division, 2010). The OTC does not charge its partners, and it intends to promote the state's tourism marketing slogan, "Too Much Fun for Just One Day", through active community participation.

Summary of Other States' Tourism Promotion Policies

Brand-based tourism promotion has been widely utilized to enhance the tourism industry in the nation. Traditional funding sources for tourism promotion are the general tax fund and tourism-related taxes. More recently, many states' tourism promotion funds have come from partnership money. Partnerships are not only important as revenue sources, but they also provide a mechanism for increasing community participation in statewide tourism promotion.
Internet technology is an increasingly popular tool for tourism promotion. Many states' tourism agencies operate not only their tourism websites but also social media such as Facebook, Twitter and Flickr. These tools bridge communication between agencies, visitors and local communities.

Tourism is a system, of which destination and host communities are integral parts, but most states' tourism impacts are measured with economically-oriented indices like the ROI.

Sociopolitical indicators of success, such as local level sentiments of empowerment and participation in tourism planning efforts, are typically not addressed.

Assessment of Michigan's Tourism Marketing Efforts

To meet our study objectives, we examined two types of data: those generated routinely and internally by the State of Michigan (secondary data) and survey data from questions we developed for Michigan State University's State of the State Survey (SOSS). Questions in the survey assessed Michigan residents' familiarity and satisfaction with the Pure Michigan campaign and their involvement in tourism planning and policymaking at the local level.

Review of Pure Michigan Campaign using Secondary Data

Since the Pure Michigan campaign launched in 2006, it has continued to promote the state's tourism industry and have a ripple effect on the state's economy. The campaign centers on the abundance of natural, cultural and historical attractions in the state and spends considerable resources targeting out-of-state audiences with its multimedia campaign to attract tourists (Boyd, 2008). Pure Michigan has been recognized nationally and internationally as a success story in creating the state's brand. As a result, the budget of the campaign continuously increased since 2006, except in 2010 (Figure 6.).

Figure 6. Budget of the Pure Michigan Campaign, 2005-2011
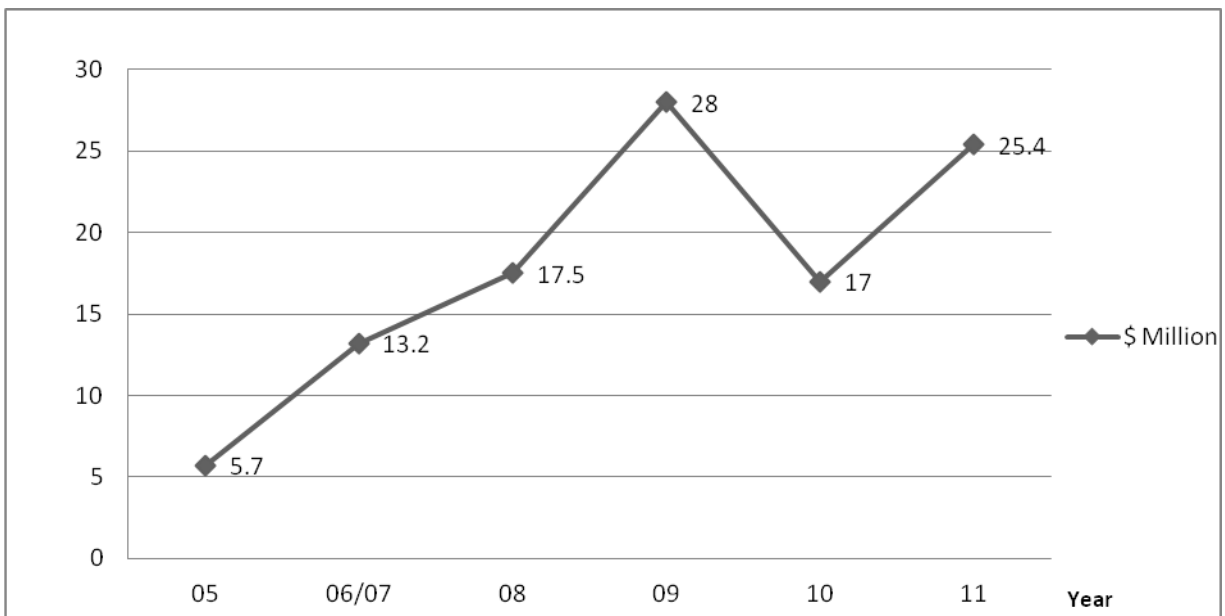
Source: Michigan Economic Development Corporation (2011)

To quantify the impacts of the campaign, the state contracted with a consulting firm to conduct a survey of out-of-state visitors in 2009 (Pure Michigan, 2010). According to the firm's results,

the campaign generated $17.5 million in state taxes and $250 million in business income from new out-of-state visitors in 2009 (Sanchez, 2010) . The survey focused on return on investment (ROI) and other economic indicators, such as taxes generated by tourism expenditures. The result indicated that the average ROI was $2.85 between 2004 and 2009 (Longwoods I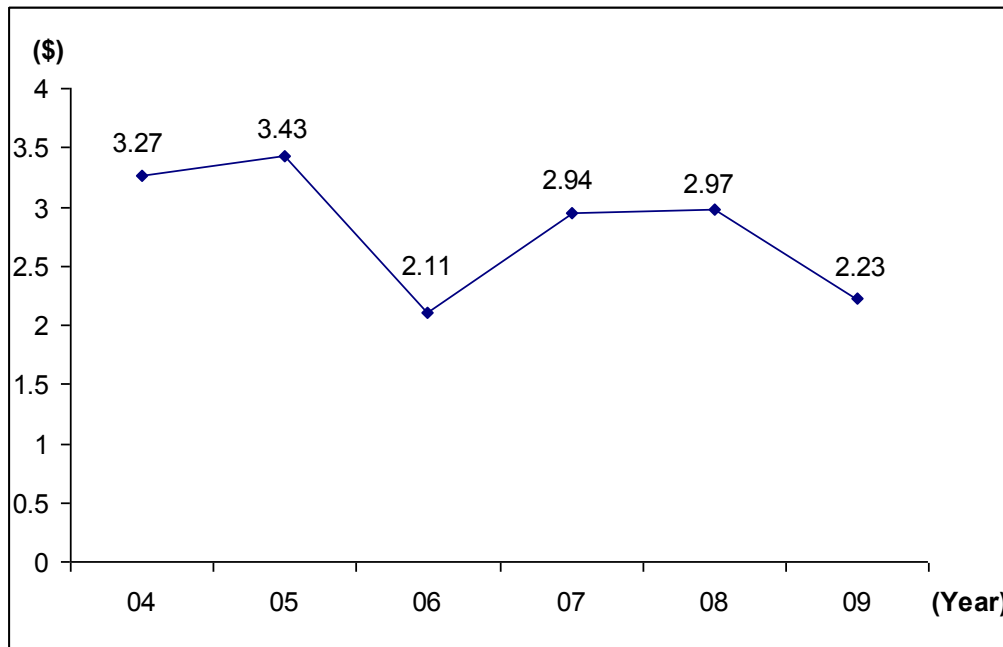nternational, 2010; MEDC, 2010) (Figure 7). Additionally, the Longwoods's report revealed that the campaign has improved the state's image as a tourism destination, which in turn has increased travel, visitors' spending, and state tax revenue (Longwoods International, 2010).

Figure 7. Return on Investment of Pure Michigan Campaign between 2004 and 2009

Source: Longwoods International (2010) and MEDC (2010)

Even though the state has experienced an economic slump, Pure Michigan is credited with playing a role in slowing the decline of the state's economy (Lanz, 2010).   As an indicator of the campaign's success, Pure Michigan was the first state tourism campaign to generate a positive ROI in 2009 (PR Newswire, 2010). The standard economic indicators of success (ROI, tourist expenditures, etc.) seem to be continuing on a positive trajectory.

Beyond traditional economic measures of success, partnerships are also on the rise. Travel Michigan has encouraged local communities to become partners in the campaign in the hopes that the synergistic effect will generate even more positive economic impact to both the state and local communities. As a result, many local communities and businesses have participated in Pure Michigan partnerships. For example, in Northeast Michigan communities and stakeholders collaborated to raise sufficient matching funds to create a Pure Michigan radio spot.

Local communities, private businesses and national partners have committed three million dollars to the 2011 Pure Michigan advertising campaign, double the amount contributed in 2010 (Harbor Light Newspaper Bulletin Board, 2011). Table 2 presents Pure Michigan's 2011 partners. National and regional advertising partners invested $1.5 million each, while an additional $3 million came from private sector sources 2011 (CBS Detroit, 2011). For instance, each of three national partners contributed $500,000 to the campaign's national advertising (CBS Detroit, 2011), and local businesses committed $3 million (Stecker, 2011). In addition, the Michigan-based retail chain, Meijer Inc. has sold Pure Michigan's merchandise since July, 2011. Likewise, many smaller, local businesses and communities are becoming campaign partners (Martinez, 2011).

Beyond partnerships, tourism businesses are increasingly taking advantage of free services, especially the hosting of thousands of Michigan businesses, communities and events on the Pure Michigan website.

Table 2. 2011 Pure Michigan Advertising Partners

Level	Partners
National	Mackinac Island, The Henry Ford Museum, Traverse City
Regional	Ann Arbor, Beachtowns, Blue Water Area, Detroit, Frankenmuth, Grand Rapids, Great Lakes Bay Region, Kalamazoo, Lansing, Mackinaw City, Mecosta County, Michigan Apple Council, Michigan Council for Arts and Cultural Affairs, Michigan Snowsports Association, Monroe, Muskegon, Traverse City, The Wilds of Michigan
In-State	Alpena, Mecosta County, Blue Water Area, Coldwater County, Flint -Genesee County, Frankenmuth, Grand Rapids, Great Waters of the Upper Peninsula, Ludington and the S.S. Badger, Monroe, Sault Ste. Marie, Silver Lake Sand Dunes, Sunrise Coast, The Wilds of Michigan

Source:
Harbor Light Newspaper Bulletin Board (2011).

State of the State Survey (SOSS) Results

Information on Michigan residents' current opinions about tourism and the Pure Michigan campaign were collected through a statewide survey. The SOSS was conducted by the Institute for Public Policy and Social Research (IPPSR)'s Office for Survey Research at Michigan State University. Conducted by telephone at quarterly intervals throughout the year, the SOSS employs a stratified random sample of Michigan residents who are more than 18 years old (Hembroff, 2011). To assure representation by regions, the sample is stratified according to six MSU Extension regions with the City of Detroit separated from the Southeast region (Figure 8). Regions are sampled disproportionately to the actual population sizes so that a sufficient

number of respondents from each stratum are interviewed. The data were weighted to yield results that are representative of race, age and population size of the regions according to 2000 Census proportions. The survey participants were 947 residents of the state; the number of participants by region is shown in Table 3. The survey began on May 13, 2011 and continued through July 7, 2011. The statewide sampling error was plus or minus 3.2%; regional sampling errors ranged from a low of plus or minus 7.2% for the West Central region to a high of plus or minus 13.1% for the Upper Peninsula (Hembroff, 2011).

Figure 8. Six Regions in the State of the State Survey, Summer 2011

The map was created by Jinwon Kim and Eunseong Jeong with ArcGIS

In order to develop survey instruments for assessing Michigan residents' perceptions of and involvement with the Pure Michigan campaign, the study incorporated versions of the standardized Sociopolitical Control Scale (SPCS). The SPCS is composed of two variables: 1) Leadership Competence (LC); and 2) Policy Control (PC). Socio-political control means individuals' perceptions about their capabilities in sociopolitical systems and their ability to organize a group of people (Smith & Propst, 2001). Leadership competence refers to confidence in one's leadership skills, including organizing others in order to achieve common goals and speaking in front of a large group (Zimmerman, 1995). Policy control is seen as the belief in one's ability to influence the political world (Holden, Evans, Hinnant, & Messeri, 2005). Leadership competence and political control are generally measured by 17 items; however, to keep costs within budget and to minimize respondent burden, the scales were reduced to 11 items (Appendix A).

McMillan (1976) initially defined sense of community as "a feeling that members have of belonging, a feeling that members matter to one another and to the group, and a shared faith that members' needs will be met through their commitment to be together" (McMillan & Chavis, 1986, p. 9). Sense of community has been found to consist of four factors: needs fulfillment, membership, influence and emotional connection. Needs fulfillment is seen as community members' ability to have their needs met through cooperative behavior within their communities, thereby reinforcing their appropriate community behavior (Chipure & Pretty, 1999). Membership is identified by members' feelings of emotional safety with a sense of belonging and a sense of confidence (McMillan, 1996). Influence is defined as the reciprocal relationship of each community member and his or her community in terms of his or her ability to affect change in another (McMillan & Chvis, 1986). Emotional Connection is the emotional support stemming from the success and struggling of community living (Chipure & Pretty, 1999). Each of these four factors was measured in the SOSS. However, again due to time constraints, each of the four factors was measured with only one item (Appendix A).

Lastly, political behaviors were measured in the SOSS. For the purposes of this study, political behaviors are voluntary activities by citizens intended to affect, either directly or indirectly, political choices at various levels of the policy-making processes (Conge, 1988; Zimmerman & Zahniser, 1991). The political behavior items on the SOSS were written to reflect tourism content (Appendix A).

There is empirical evidence for the influence of sense of community on both empowerment and political behaviors. According to Peterson and Reid (2003, p. 31), "Individuals with greater sense of community tended to participate more and were more psychologically empowered."

1. General Characteristics of Respondents

The greatest number of respondents, approximately 52%, were aged 60 years or older; 22.5% were in their 50s; 14.0% were in their 40s; 7.8% were in their 30s; and approximately 4% were

in their 20s or less than 20 years old. As for race, 85.2% were white; 12.1% were black/African American; and 2.7% were other racial groups. As to the respondents' marital status, more than half of the respondents were married or remarried (54.4%); approximately 17% and 14% of the respondents were widowed and divorced, respectively; others were single or have never been married (12.5%), member of an unmarried couple (1.6%), or separated (0.7%).

Approximately 97% of the respondents were at least high school graduates.   In terms of employment, 31.5% were full-time workers, and approximately 13% were part time workers, working and going to school, or holding a job but not at work last week. Retirees comprised 37.4% of the respondents, and approximately 19% were identified as unemployed, laid off, looking for a job, full time students, disabled, homemakers, or unable to classify.

The preponderance of survey participants were from the West Central (19.7%) and Southeast (19.1%) regions of Michigan; 16.4% and 15.8% were from the Southwest and East Central regions of the state; 12.6% resided in the city of Detroit; and 10.3% and 6% of the respondents' residential areas were the Northern Lower and Upper Peninsulas. Almost two-thirds of the respondents resided in a rural community (34.6%) or a small city, town, or village (31.7%) while 18.1% and 15.6% lived in a suburb or urban community, respectively.

Table 3. Socio-demographic Characteristics of the Respondents

Characteristics		Frequency (N)	Percentage (%)
Gender	Male	411	43.4
	Female	536	56.6
	Subtotal	947	100.0
Age	18-24 yrs	22	2.4
	25-29 yrs	15	1.6
	30-39 yrs	72	7.8
	40-49 yrs	130	14.0
	50-59 yrs	209	22.5
	60-64 yrs	142	15.3
	65 or older	337	36.4
	Subtotal	927	100.0
Race	White	773	85.2
	Black/African American	110	12.1
	Other	24	2.7
	Subtotal	907	100.0
Marital Status	Married/Remarried	509	54.4
	Divorced	126	13.5
	Separated	7	0.7
	Widowed	161	17.2
	Member of an unmarried couple	15	1.6
	Single/Never been married	117	12.5
	Subtotal	935	100.0
Education	Lower than high school	25	2.8
	High School graduate	274	29.0
	Technical/Junior college	23	2.4

	College (1-4 year graduate)	472	50.1
	Some post graduate	24	2.6
	Graduate degree	125	13.2
	Subtotal	945	100.0
Employment	Work full time	295	31.5
	Work part time	104	11.1
	Work and go to school	4	0.4
	Have a job, but not at work last week	9	1.0
	Unemployed/Laid off/Look for work	27	2.9
	Retired	350	37.4
	School full time	8	0.9
	Homemaker	89	9.5
	Disabled	48	5.1
	Other: Unable to classify	3	0.3
	Subtotal	937	100.0
Region	Upper Peninsula	57	6.0
	Northern Lower Peninsula	98	10.3
	West Central	187	19.7
	East Central	150	15.8
	Southwest	155	16.4
	Southeast	181	19.1
	Detroit	119	12.6
	Subtotal	947	100.0
Community Type	Rural community	321	34.6
	Small city, town, or village	294	31.7
	A suburb	168	18.1
	Urban community	145	15.3
	Subtotal	928	100.0

2. Familiarity with the Pure Michigan Campaign

Respondents' familiarity level of the campaign was investigated by the question, "How familiar are you with the Pure Michigan advertising campaign?" Even though marketing effort and resources have primarily focused on out-of-state advertising, the campaign was well-recognized by Michiganders (Figure 9). Two-thirds of the residents we surveyed were very to somewhat familiar with Pure Michigan. Approximately 85% were at least a little familiar: very familiar (22.8%), somewhat familiar (45.8%), or not very familiar (16.0%).

To determine if there were any group differences in terms of familiarity, we conducted a one-way Analysis of Variance (ANOVA). We found significant differences according to age [F (4, 920) =5.174, p=.000], region [F (6, 938) =4.162, p=0.000], and education [F (3, 938) = 21.312, p=0.000]. The 30-39 year old group (M=3.04) was most familiar with the campaign while those less than 30 years old (M=2.46) were least familiar (Table 4). Residents of the Southeast and Southwest regions (M=2.96) were most familiar with the campaign while residents of Upper Peninsula (M=2.47) were least familiar. Respondents who had more than a college education (M=3.01) were most familiar with the campaign while respondents who had less than a high school education were (M=2.39) were least familiar. There were no statistically significant differences in familiarity according to race, gender, employment, marital status or community

type.

Figure 9. Familiarity with the Pure Michigan Campaign
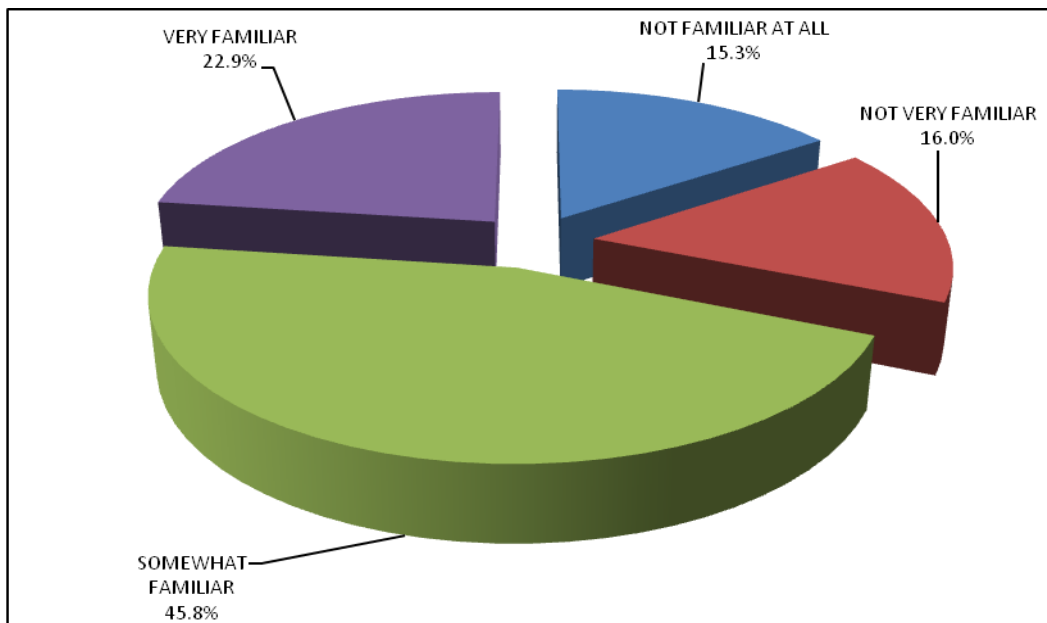
	Characteristic	Mean	S.D.	df	F-Value
Age	Less than 30	2.46	1.070	4	5.174***
	30s	3.04	.836		
	40s	2.98	.944		
	50s	2.83	.960		
	More than 60	2.68	.976		
	Total	2.77	.971		
Region	Upper Peninsula	2.47	1.120	6	4.162***
	Northern Lower Peninsula	2.73	1.021		
	West Central	2.82	.956		
	East Central	2.64	.994		
	Southwest	2.88	.911		
	Southeast	2.96	.874		
	Detroit	2.53	1.002		
	Total	2.76	.973		
Education	Less than High School	2.39	.916	3	21.312***
	High School	2.42	.983		
	Some College	2.82	.971		
	More Than College	3.01	.892		
	Total	2.76	.974		

Table 4. Mean Differences in Familiarity with the Pure Michigan

3. Perceived Impact of the Pure Michigan Campaign

Michigan residents' opinions on statewide and local impacts of the Pure Michigan campaign were investigated. Their opinion of the statewide impact was measured by the question, "The Pure Michigan campaign has positively affected tourism in Michigan." Perceived local impacts were assessed by the question, "The Pure Michigan campaign has positively affected tourism in my community." Responses could range from strong disagreement to strong agreement with the statements. There was a sharp contrast in results (Figure 10). At the statewide level, 83% felt that the campaign positively affected Michigan's tourism. On the other hand, 53% agreed that the campaign had a positive impact on their local communities.

Figure 10. Responses to the Questions:
"The Pure Michigan campaign has positively affected tourism in (Michigan/my community)"
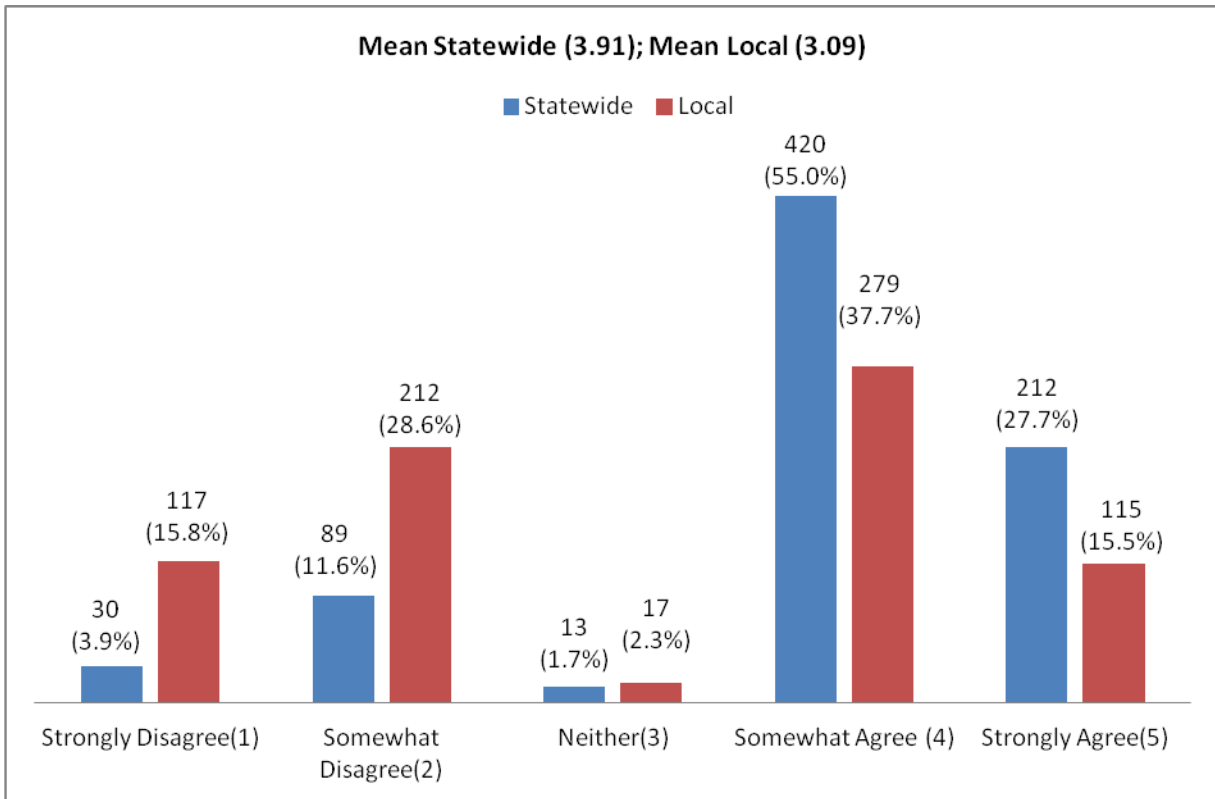
One-way ANOVAs (Table 5) resulted in significant differences for region [F (6,757) = 3.567, p=0.002] and education [F (3, 757) = 3.855, p=0.009]. Residents of the Southwest region (M=4.11) were most positive about the statewide impact of the campaign while residents of Detroit and the Upper Peninsula (M=3.55 and 3.75, respectively) were least positive. Survey participants who possessed more than a college education (M=4.05) were most positive about the statewide impact of the campaign, while respondents who had less than a high school education (M=3.71) were least positive.

Table 5. Mean Differences in Attitudes toward the Statewide Impact of Pure Michigan

Characteristic		Mean	S.D.	df	F-Value
Region	Upper Peninsula	3.75	1.104	6	3.567**
	Northern Lower Peninsula	3.91	1.216		
	West Central	3.83	1.005		
	East Central	3.88	1.095		
	Southwest	4.11	.831		
	Southeast	4.08	.984		
	Detroit	3.55	1.214		
	Total	3.91	1.052		
Education	Less than High School	3.71	1.419	3	3.855**
	High School	3.73	1.106		
	Some College	3.90	1.078		
	More Than College	4.05	.953		
	Total	3.91	1.054		

Legend: 1. Strongly Disagree 2. Somewhat Disagree 3. Neither 4. Somewhat Agree 5. Strongly Agree
*P<0.05, **P<0.01, ***P<0.001

In terms of attitudes toward local impacts of the campaign, only region of the state was statistically different [F (6,733) = 4.583, p=0.000]. Residents of Northern Lower Peninsula (M=3.47), West Central Region (M=3.33) and Upper Peninsula (M=3.30) were most positive about the local impact of the campaign, while residents of Detroit (M=2.55) and the East Central Region (M=2.93) were least positive (Table 6) with responses tending to disagree with the statement.

Table 6. Mean Differences in Attitudes toward the Local Impact of Pure Michigan

Characteristic		Mean	S.D.	df	F-Value
Region	Upper Peninsula	3.30	1.285	6	4.583***
	Northern Lower Peninsula	3.47	1.446		
	West Central	3.33	1.332		
	East Central	2.93	1.357		
	Southwest	3.11	1.362		
	Southeast	3.01	1.322		
	Detroit	2.55	1.454		
	Total	3.09	1.383		

Legend: 1. Strongly Disagree 2. Somewhat Disagree 3. Neither 4. Somewhat Agree 5. Strongly Agree
*P<0.05, **P<0.01, ***P<0.001

4. Level of Empowerment

Residents' perceived level of empowerment was identified by the 11-item Sociopolitical Control Scale (SPCS) (Appendix A). The SPCS consists of two subscales, one measuring policy control (first six items) and the second assessing perceived leadership competency (last five items). Even though we reduced the number of items from the full version of the SPCS, the internal consistency or reliability of the scale exceeded recommended standards (Cronbach's Alpha =

0.770 for full scale, Table 7). The mean for the policy control items was 3.75 on a 5-point scale (S.D. = 0.784), indicating agreement with the statements. The mean for the leadership competency items was 3.66 (S.D. = 1.063), again reflecting agreement with the statements.

Table 7. Means and Internal Reliability of the Sociopolitical Control Scale

Variable		Statement	N	Mean	S.D.	Cronbach's Alpha if item deleted
Policy Control	pc1	I feel like I have a pretty good understanding of the important issues surrounding the Pure Michigan campaign.	697	3.75	1.166	.767
	pc2	I enjoy political participation because I want to have as much as possible in influencing a state government agency like Travel Michigan.	697	3.76	1.290	.751
	pc3	People like me are generally qualified to participate in decisions affecting state programs like the Pure Michigan campaign.	697	3.63	1.393	.756
	pc4	There are plenty of ways for people like me to have a say in how Pure Michigan funds are spent.	697	2.68	1.467	.775
	pc5	It is important to me that I actively participate in influencing state government.	697	4.09	1.210	.751
	pc6	It is important to vote in state elections that might affect the outcome of the Pure Michigan campaign.	697	4.62	0.878	.764
Leadership Competence	lc1	I am often a leader in groups.	697	3.59	1.335	.736
	lc2	I would prefer to be a leader rather than follower.	697	3.58	1.439	.737
	lc3	I would rather have a leadership role when I am involved in a group project.	697	3.45	1.445	.736
	lc4	I can usually organize people to get things done.	697	4.07	1.183	.741
	lc5	Other people usually follow my ideas.	697	3.91	1.093	.744

Legend: 1. Strongly Disagree 2. Somewhat Disagree 3. Neither 4. Somewhat Agree 5. Strongly Agree

Respondents perceive themselves to have relatively high levels of both policy control (i.e., positive attitudes regarding their potential to influence decisions regarding Pure Michigan) and leadership competence (i.e., ability to take charge when the situation warrants). The only item scoring below the midpoint (3.0) was "pc4" (mean=2.68), which reflects respondents' sense of their ability to influence how Pure Michigan funds are spent. This is an important result. The survey respondents felt knowledgeable and qualified to make decisions regarding Pure Michigan. They are also motivated to exercise their voice in state politics, through voting and other means. However, Michigan citizens felt that the mechanisms available to them for influencing decisions regarding Pure Michigan are limited. In other words, their actual political behaviors are limited, not by desire but by lack of knowledge of the means available to them for exercising their voice.

There was a statistically significant difference between age and overall policy control [$F_{(4, 698)} = 2.851$, p=0.023] (Table 8). Beyond about the age of 40, individuals had a greater sense

of control over their ability to influence tourism decisions via the political process than younger persons. The policy control items with the largest statistically significant difference with age was pc1 [F (4, 762) = 7.850, p=0.000]. This result suggests that an important barrier to younger persons' sense of empowerment is their lack of understanding of the important issues related to Pure Michigan. There was not a statistically significant difference between education and overall policy control. Except for pc4, the means for all items were above 3.0 on a 5-point scale, indicating a general belief in the ability to influence Pure Michigan decisions regardless of education level. This belief is just not as strong among those with a high school or less education, which is why there are some significant differences in Table 8. PC4, discussed above, is the feeling that there are not enough ways to participate as a citizen; the means for pc4 were low regardless of education level.

Table 8. Socio-demographic Characteristics and Policy Control

Characteristic		Item							Legend: 1.
		Total	pc1	pc2	pc3	pc4	pc5	pc6	
		Mean							
Age	Less than 30	3.40	2.68	3.36	3.52	3.00	3.71	4.14	
	30s	3.61	3.52	3.63	3.58	2.59	3.84	4.41	
	40s	3.90	3.90	4.01	3.88	2.78	4.30	4.52	
	50s	3.78	3.88	3.74	3.54	2.62	4.10	4.70	
	More than 60	3.76	3.77	3.76	3.60	2.63	4.09	4.66	
	Total	3.76	3.75	3.77	3.62	2.66	4.09	4.61	
	F-value	2.851*	7.850***	1.949	1.155	0.651	2.230	3.737**	
Education	Less than HS	3.75	3.95	3.90	3.16	3.20	3.81	3.95	
	HS	3.65	3.54	3.55	3.40	2.88	4.00	4.52	
	Some College	3.78	3.82	3.87	3.57	2.63	4.08	4.68	
	More than College	3.80	3.79	3.80	3.82	2.54	4.17	4.65	
	Total	3.75	3.74	3.76	3.62	2.67	4.09	4.61	
	F-Value	1.383	2.763*	2.522	4.637**	2.974*	1.228	5.346**	

Strongly Disagree 2. Somewhat Disagree 3. Neither 4. Somewhat Agree 5. Strongly Agree
*P<0.05, **P<0.01, ***P<0.001

There was also a statistically significant difference between age and Leadership Competence [F (4, 752) = 12.187, p=0.000] (Table 9). Furthermore, each of the five LC items was significantly different with regards to age. The pattern is a bit confusing here because it is clear from Table 9 that older persons expressed less confidence in their ability to lead and organize others than younger persons. Even so, the means are relatively high (close to 4 and above 4 on a 5-point scale) for all age groups for all five leadership competence items. This is a good sign as competent leaders of all ages are needed in state tourism planning and policy development in the years ahead. In addition, there was a statistically significant difference between education and leadership competence [F (3, 764) = 12.803, p=0.000] (Table 9). Each of the five LC items was also significantly different with regards to education. The general pattern was for survey participants with higher education levels to be more confident in their ability to lead and organize others.

Table 9. Socio-demographic Characteristics and Leadership Competence

Characteristic		Item					
		Total	lc1	lc2	lc3	lc4	lc5
		Mean					
Age	Less than 30	4.04	3.96	3.96	3.96	4.25	4.07
	30s	4.08	3.95	4.05	3.94	4.43	4.08
	40s	3.97	3.72	3.93	3.75	4.29	4.11
	50s	3.87	3.70	3.75	3.54	4.19	4.06
	More than 60	3.45	3.34	3.24	3.12	3.79	3.68
	Total	3.70	3.55	3.55	3.41	4.03	3.88
	F-value	12.187***	5.645***	10.617***	9.239***	8.314***	6.539***
Education	Less than HS	3.28	2.64	3.36	3.10	3.68	3.64
	HS	3.37	3.08	3.30	3.02	3.67	3.67
	Some College	3.71	3.59	3.66	3.44	4.02	3.86
	More than College	3.92	3.88	3.64	3.65	4.27	4.04
	Total	3.70	3.55	3.55	3.41	4.02	3.88
	F-Value	12.803***	19.486***	3.138*	8.312***	10.840***	4.985**

Legend: 1. Strongly Disagree 2. Somewhat Disagree 3. Neither 4. Somewhat Agree 5. Strongly Agree
*$P<0.05$, **$P<0.01$, ***$P<0.001$

5. Residents' Tourism Participatory Behaviors

Only 4 to 12 percent of the respondents reported participating in meetings or the other political actions described in Table 10. This finding appears consistent with the response to pc4 ("There are plenty of ways for people like me to have a say in how Pure Michigan funds are spent"). The mean response to this item was 2.68/5 (Table 7), indicating a lack of knowledge of how to have influence. The implication is that lack of knowledge of how to participate may hinder actual participation in tourism planning and policymaking.

Table 10. Residents' Political Behaviors in Tourism Policy and Planning

Variable		Statement	Total	Yes	No
			N (%)		
Political Behavior	pb1	Have attended a public hearing or meeting that addressed statewide or local tourism issues in the past five years.	796 (100)	93 (11.7)	703 (88.3)
	pb2	Have communicated with Travel Michigan or state government about some matter related to the Pure Michigan campaign in the past five years.	796 (100)	78 (9.8)	718 (90.2)
	pb3	Have served on a committee or advisory board that addresses tourism issues such as the Visitor and Convention Bureau, or a similar body in the past five years.	793 (100)	35 (4.4)	768 (96.4)
	pb4	Have written a letter to an editor of a newspaper about the Pure Michigan campaign in the past five years.	797 (100)	29 (3.6)	768 (96.4)
	pb5	Have posted a comment on Facebook, Twitter or a blog about the Pure Michigan campaign in the past five years.	795 (100)	53 (6.7)	742 (93.3)

Chi square analysis revealed a statistically significant difference between age and pb2 [χ^2 (4) =11.472, p<0.01] and pb5 [χ^2(4)=36.185, p<0.001] while there were no statistical differences between age and pb1, pb3, and pb4. Persons in their 40's and above communicated more with Travel Michigan and used the Internet more frequently to post comments regarding Pure Michigan than their younger counterparts. There was also a significant difference between education level and pb2 [χ^2(3)=11.966, p<0.01]. More educated individuals communicated more frequently with Travel Michigan than others. Older and more educated persons travel more frequently; therefore, these results are not surprising. There were no statistically significant differences between region and community type and political behaviors.

Table 11. Differences in Tourism Participatory Behaviors by Age and Education level

Characteristic		pb1		pb2		pb3		pb4		pb5	
		Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
		N (%)									
Age	Less than 30	2 (2.2)	26 (3.8)	0 (0)	28 (4.0)	0 (0)	28 (3.8)	0 (0)	28 (3.7)	6 (11.3)	22 (3.0)
	30s	8 (8.8)	57 (8.3)	4 (5.3)	61 (8.7)	3 (8.6)	62 (8.3)	0 (0)	65 (8.6)	9 (17.0)	56 (7.7)
	40s	8 (8.8)	108 (15.7)	16 (21.1)	100 (14.2)	5 (14.3)	111 (14.9)	4 (14.8)	113 (15.0)	17 (32.1)	99 (13.6)
	50s	22 (24.2)	156 (22.6)	25 (32.9)	153 (21.7)	10 (28.6)	168 (22.6)	8 (29.6)	170 (22.5)	10 (18.9)	168 (23.1)
	More than 60	51 (56.0)	343 (49.7)	31 (40.8)	363 (51.5)	17 (48.6)	375 (50.4)	15 (55.6)	379 (50.2)	11 (20.8)	382 (52.5)
	Total	91 (100)	690 (100)	76 (100)	705 (100)	35 (100)	744 (100)	27 (100)	755 (100)	53 (100)	727 (100)
	Pearson X^2		3.854		11.472**		1.876		4.054		36.185***
Education	Less than HS	2 (2.2)	20 (2.9)	0 (0)	22 (3.1)	0 (0)	21 (2.8)	1 (3.4)	21 (2.7)	0 (0)	22 (3.0)
	HS	21 (22.6)	179 (25.6)	14 (17.9)	187 (26.2)	4 (11.4)	195 (25.8)	6 (20.7)	195 (25.5)	10 (18.9)	191 (25.8)
	Some College	25 (26.9)	224 (32.0)	19 (24.4)	230 (32.2)	12 (34.3)	237 (31.4)	10 (34.5)	239 (31.2)	17 (32.1)	232 (31.4)
	More than College	45 (48.4)	277 (39.6)	45 (57.7)	276 (38.6)	19 (54.3)	302 (40.0)	12 (41.4)	310 (40.5)	26 (49.1)	294 (39.8)
	Total	93 (100)	700 (100)	78 (100)	715 (100)	35 (100)	755 (100)	29 (100)	765 (100)	53 (100)	739 (100)
	Pearson X^2		2.695		11.966**		5.496		0.403		3.586

Legend: 0. "No" 1. "Yes" *P<0.05, **P<0.01, ***P<0.001

6. Residents' Sense of Community

The residents' level of attachment to their community was evaluated by the items in the Sense of Community (SOC) scale (Table 12 and Appendix A). Even though we reduced the number of items in the full version of the SOC scale, the internal consistency or reliability of the scale exceeded recommended standards (Cronbach's Alpha = 0.818 for full scale, Table 12). Respondents reported a relatively high level of community attachment (3.93 and above out of 5). They were slightly more positive about their connectedness with their neighborhoods and

communities (sc2 and sc4) than they were about having their needs met or influencing decisions (sc1 and sc3, respectively).

Table 12. Means and Internal Reliability of the Sense of Community Scale (SOC)

Variable		Statement	N	Mean	S.D.	Cronbach's Alpha if item deleted
Sense of Community	sc1	My neighborhood or community helps me fulfill my needs	791	3.64	1.315	0.772
	sc2	I feel like a member of my neighborhood or community	799	4.15	1.174	0.722
	sc3	I have a say about what goes on in my neighborhood or community	798	3.56	1.387	0.789
	sc4	I have a good bond with others in my neighborhood or community	799	4.33	0.992	0.800
		Total	789	3.93	1.136	0.818

Legend: 1. Strongly Disagree 2. Somewhat Disagree 3. Neither 4. Somewhat Agree 5. Strongly Agree

There was an overall statistical difference between age and Sense of Community [F (4.770) = 5.455, p=0.000] (Table 13). Furthermore, there were statistically significant differences between age and: sc1 [F (4,771) = 2.518, p=0.040]; sc2 [F (4, 779) = 4.039, p=0.003]; and sc3 [F (4, 778) = 6.503, p=0.000]. These results suggest that older persons felt more attachment to their communities than younger persons. There were statistically significant differences between region of residency and sc1 [F (6,784) = 4.019, p=0.001]. Residents of all regions, except Detroit, were more likely to feel that their communities met their needs; residents of Detroit (M=3.07) were less likely to feel their needs were being met. There was also a statistical difference between region and sc4 [F (6,792) = 2.411, p=0.026]. More residents of the Northern Lower Peninsula and Upper Peninsula expressed that they had good connections with others in their neighborhoods and communities than residents of the other regions. There was no statistically significant difference between the community type and sense of community. Sense of community was relatively high (nearly 4 out of 5) regardless of the degree of urbanization. There were statistically significant differences between education level and Sense of Community overall [F (3, 783) = 11.751, p=0.000]. All four individual Sense of Community items were significantly different in terms of education: 1) sc1 [F (3, 784 = 11.751, p=0.000]; 2) sc2 [F (3, 784) = 10.751, p=0.000]; 3) sc3 [F (3, 792) = 8.368, p=0.000]; and 4) sc4 [F (3. 792) = 2.630, p=0.049]. Perceived sense of community was greatest for persons with the lowest and highest levels of education.

Table 13. Socio-demographic Characteristics and Sense of Community

Characteristic		Item				
		Total	sc1	sc2	sc3	sc4
		Mean				
Age	Less than 30	3.13	3.00	3.32	2.36	3.82
	30s	3.81	3.54	4.11	3.29	4.31
	40s	3.97	3.67	4.25	3.59	4.38
	50s	3.98	3.58	4.22	3.66	4.41
	More than 60	3.98	3.75	4.17	3.63	4.33
	Total	3.93	3.64	4.15	3.56	4.33
	F-value	5.455***	2.518*	5.387**	12.207***	2.212
Region	Upper Peninsula	4.13	3.80	4.54	3.66	4.54
	Northern Lower Peninsula	4.06	3.74	4.26	3.60	4.63
	West Central	3.92	3.65	4.15	3.55	4.34
	East Central	3.92	3.58	4.17	3.53	4.28
	Southwest	4.02	3.79	4.22	3.68	4.39
	Southeast	3.91	3.81	4.10	3.46	4.23
	Detroit	3.66	3.07	3.85	3.51	4.16
	Total	3.93	3.64	4.15	3.56	4.33
	F-Value	1.922	4.019**	2.027	0.405	2.411*
Education	Less than HS	3.94	3.55	4.41	3.41	4.41
	HS	3.77	3.42	3.97	3.32	4.35
	Some College	3.74	3.44	3.93	3.38	4.19
	More than College	4.17	3.95	4.41	3.85	4.42
	Total	3.93	3.64	4.15	3.56	4.33
	F-Value	11.751***	9.842***	10.751***	8.368***	2.630*

Legend: 1. Strongly Disagree 2. Somewhat Disagree 3. Neither 4. Somewhat Agree 5. Strongly Agree
*P<0.05, **P<0.01, ***P<0.001

7. Summary of SOSS Results

Approximately 85% of the respondents were at least familiar with the Pure Michigan campaign. This result indicates that the campaign has been successful in creating awareness among Michigan residents even though its focus is on out-of-state markets. However, the results also revealed that Travel Michigan needs to improve recognition of Pure Michigan among diverse groups based on age, region, and educational level.

Overall respondents (83%) agreed that the Pure Michigan campaign has positively affected tourism in Michigan while approximately 53% of respondents expressed that the campaign has positively affected tourism in their particular community. Specifically, residents of Detroit and the East Central Region had least positive responses on both statewide and local impacts of the campaign compared to other regions. Based on the findings, it is recommended that Travel Michigan does more to emphasize the positive impacts of Pure Michigan at the local level and in certain regions.

Empowerment and sense of community were relatively high overall, but there were group differences. Empowerment has two parts: belief in one's understanding of how to participate in political decisions and belief in one's leadership abilities. Empowerment was relatively high overall, but there were age and educational differences. Those less than 30 years old expressed less understanding about ways to influence government. Those will high school or less education and those over 60 years old felt less confidence in their leadership abilities. Those less than 30 years old, residents of Detroit, and those with less than college-level education generally felt less attachments to their communities.

We thought we would discover more differences between empowerment, political behaviors and sense of community by region and the type of local community one lives in. However, the only major difference was related to residents' perceptions of the local level impact of Pure Michigan, where there were some notable regional differences.

Policy Recommendations

This study investigated citizens' perceptions of Pure Michigan and the factors that will affect the nature and level of their participation in the campaign in the future. In addition, this study explored current campaign marketing strategies and other states' tourism marketing efforts. Based on a review of other states' programs and experiences, the tourism marketing and public participation literature, and survey results, we proposed nine policy recommendations for growing and sustaining the positive impacts of the Pure Michigan campaign.

1. **Continue to fund the Pure Michigan campaign at a consistent level**

The Pure Michigan campaign has had a positive ROI over the last several years, partnerships are increasing and citizens are generally happy with the campaign's impact on the state's economy. In the fall of 2010, Pure Michigan did not have funds for its advertising because of state budget cuts. Although the campaign had positively affected the state's economy, the economic crisis negatively affected advertising funding. Nonetheless, funding has been restored and the state has promised $25.4 million for future funding, a growth of 33%. In order to address sustainable tourism economic activity, the state should continue to provide secure funding to the Pure Michigan campaign. Steve Yencich, president of the Michigan Lodging and Tourism Association, stressed that "The essence of good marketing is consistency" (Haglund, 2011). The importance of consistent marketing has been long emphasized as a basic criterion for a successful marketing strategy (McLary, 1998; Piekkari, Plaskoylannaki, & Weich, 2010).

2. **Continue to develop partnerships with Michigan communities and businesses**

We recommend continual effort in developing local partnerships, a path that other states have pursued with some success. Studies have recognized tourism partnerships as key ingredients in

successful tourism marketing (Wang & Krakover, 2008; Watkins & Bell, 2002). Many states have established tourism partnerships with local communities for promoting their tourism industry. Local partnerships can improve tourism attractions and destinations for local communities and visitors simultaneously (Creating Partnership for Change, 2011). State revenue support for tourism promotion in Minnesota in relatively low, but in FY 2010, Explore Minnesota generated approximately 72% of its total budget from public and private partnerships, an amount which enabled the state to promote its natural resources, historical sites, and active lifestyle (CSGIV, 2011). Minnesota's partnership revenue is generated in two ways: (a) Explore Minnesota provides funding for Organizational Partnership Grants of up to $10,000; these grants are available to nonprofit tourism promotional organizations for attracting nonresident visitors to the state by developing marketing programs, and (b) Explore Minnesota operates regional offices, which work closely with local communities and businesses to promote tourism promotional partnerships (Explore Minnesota, 2011). Pure Michigan also has an active and successful partnership program. This recommendation is continue to explore innovations in partnering and expand partnerships strategically into various regions.

for local communities and visitors simultaneously (Creating Partnership for Change, 2011). State revenue support for tourism promotion in Minnesota in relatively low, but in FY 2010, Explore Minnesota generated approximately 72% of its total budget from public and private partnerships, an amount which enabled the state to promote its natural resources, historical sites, and active lifestyle (CSGIV, 2011). Minnesota's partnership revenue is generated in two ways: (a) Explore Minnesota provides funding for Organizational Partnership Grants of up to $10,000; these grants are available to nonprofit tourism promotional organizations for attracting nonresident visitors to the state by developing marketing programs, and (b) Explore Minnesota operates regional offices, which work closely with local communities and businesses to promote tourism promotional partnerships (Explore Minnesota, 2011)

3. Persist in improving positive public relations between the state and local regions and communities

Good public relations will enable Pure Michigan to continue its path as a successful marketing campaign. However, it is necessary to communicate ways that citizens can influence how Pure Michigan funds are spent and how they can expand the influence of the brand (e.g., through more promotion of products and businesses). While the campaign has already created a website, blog, and social media sites, it needs to create a word-of-mouth (WOM) channel. Studies in hospitality and tourism have long considered both electronic and non-electronic WOM as effective interpersonal communication mechanisms (R. W. Butler, 1980; Cohen, 1972; Crick, 2003; Litvin, Goldsmith, & Pan, 2008). Electronic WOM, including email, websites, blogs and social media, can play a great role in enhancing public relations with both potential visitors and Michigan citizens. The state should continue to update and support the Pure Michigan website and its presence on various social media, such as Facebook, Flickr, Twitter and Yahoo. An example of non-electronic WOM marketing to increase public relations is an event, such as a fa-

miliarization tour that invites travel agents and journalists.

4. Implement a "Pure Michigan Ambassador" program

Another non-electronic WOM channel, interpersonal influence, is one of the most significant information sources and a cost-effective way for marketing tourism (Litvin et al., 2008). Volunteers and/or citizen ambassadors can play significant roles in publicizing the campaign. Many states, cities, and communities utilize community and/or volunteer ambassador programs for promoting and publicizing tourism assets. We recommend organizing a "Pure Michigan Ambassador" program. Paid and unpaid interns and volunteers might be employed as ambassadors to represent Pure Michigan in public events, organize and participate in the campaign's promotional activities, and express citizens' opinions or concerns to the campaign agency.

5. Keep evaluating and redesigning the Pure Michigan website to become increasingly user-friendly and accessible

Studies emphasize the importance of user-friendly websites in destination marketing organizations (Buhalis & Law, 2008; Buhalis & O'Connor, 2005; Palmer & McCole, 2000). Michigan's official travel and tourism website already receives more traffic than other state's website (Saha, 2011). Because of its importance, we recommended that the website needs to be continually improved, employing industry standards for usability and aesthetics (e.g., U.S. Department of Health and Human Services, 2011). On a positive note, MEDC contracts with a company that uses a customer experience measurement system to measure the success of the Pure Michigan website from the site visitors' perspectives. Thus, through a continual process of improvement, the website also improves in terms of usability. In addition to usability assessment, we recommend that an accessibility evaluation should be conducted to make certain that the website adheres to industry standards for persons with disabilities. The Web Accessibility Initiative (WAI), in coordination with World Wide Web Consortium (W3C) is one source (see: http://www.w3.org/TR/WCAG10/); Thatcher et al. (2002) is another. Many of the accessibility solutions also benefit Internet users who do not have disabilities, allowing Web content to be more available to *all* users, regardless of how they are accessing the information. Additionally, Governor Snyder has considered taking the Pure Michigan brand on a trade mission to South Korea, China, and Japan (Carmody, 2011). Therefore, the website should provide multiple language options for international users and potential visitors from foreign countries. The official tourism website of Hawaii already provides information in German, Chinese, Korean, and Japanese.

6. Expand "Pure Michigan" brand guidelines to include green or sustainable labeling certification or accreditation

Many industrial sectors, including tourism and hospitality, have introduced certification and accreditation programs for achieving standardization. The purpose of accreditation/certification

is to pursue professionalism and quality (Maniditis, 1994). Many tourism and hospitality-related accreditations and certifications have been introduced around the world. In the United States, many accreditation/certification programs have been developed and promoted by non-governmental agencies and/or associations. Two of the more well-known are the Sustainable Tourism Certification Network of the Americas (STCNA) and the Sustainable Tourism Eco-Certification Program (STEP). Recently, some states, including Michigan, have launched certification programs that focus on environmentally-friendly tourism such as the "Green Hotel Certification Pilot Program" in New York, "Travel Green Wisconsin", "Adventure Green Alaska", "Connecticut Green Lodging", and "Green Lodging Michigan". We recommend establishing a "Pure Michigan Certification and/or Accreditation" program. The program should be administrated by a state agency or nonprofit organization and establish standards and guidelines for inclusion. Pure Michigan brand guidelines and permission to use criteria exist, but the recommendation here is for an addendum pertaining to green or sustainable labeling of businesses and products. The "Pure Michigan Ambassador" effort might be one way for volunteers to promote the accreditation/certification program and ensure consistent presentation of the Pure Michigan experience in advertising and other marketing channels.

7. Continue to build bridges with state agencies, initiatives and programs aimed at the conservation of natural and cultural resources

The Pure Michigan campaign emphasizes "Abundant Natural Beauty", that is, "Michigan is a state blessed with the riches of unspoiled nature" (MEDC, 2011). However, there are some natural resource protection issues that the campaign does not address. Rebecca Humphries, former director of the Michigan Department of Natural Resources, pointed out that the state needs to consider increasing its budget for protecting natural resources and advertising conservation matters (Melzer, 2011). The Pure Michigan campaign has advertized the state's natural resource-based tourism attractions, but it is still necessary to establish a strategy for bridging the gap between conservation and utilization. Put another way, this study and this report focuses primarily on promotion, but promotion is only one aspect of an overall marketing strategy. Product is also an important component of an effective strategy and natural resources are a major part of the product. As Michigan attracts more out-of-state visitors and attempts to build a loyal customer base, the expectation will increase that the product matches the promotion. We recommend that the state continue to explore ways to build bridges between conservation of its natural resources and sustainability of its tourism industry. One existing mechanism is the Interdepartment Collaboration Committee (http://www.michiganadvantage.org/Michigans-Economic-Development-Partners-ICC/), established in 2011 to develop synergistic efforts among state agencies. Another way would be to emphasize the economic value of conservation to the tourism industry. A third would be to make certain that a "Pure Michigan Certification/ Accreditation" program includes standards or criteria to address environmentally-friendly tourism and consistent messages regarding conservation of the state's natural resources.

8. Persist with efforts to increase local impacts across the state and in certain regions; fund efforts to measure these impacts via research

Based on the results of the SOSS, 83% of Michigan residents feel that the campaign has posi-tively affected tourism in Michigan while 53% feel that the campaign has positively affected their local tourism industry. Particularly, residents of Detroit and the East Central region were least positive about local impacts than other regions. It is not clear why these residents feel this way. However, we recommend that state tourism representatives identify reasons for these re-sults and then step up Pure Michigan resources and efforts, including partnerships, in these re-gions. As a longer term goal, the funding of research on the regional and local impacts of Pure Michigan should be pursued.

9. Provide more information about ways that citizens can engage with the Pure Michigan campaign
With one important exception, SOSS results reveal that Michigan citizens have a good sense of policy control when it comes to Pure Michigan (i.e., they understand the issues and feel it is im-portant to participate in state politics). That one exception is the relative lack of knowledge of ways to influence how Pure Michigan funds are spent. Approximately 58% of the respondents expressed that they had little understanding of how to have such influence. Furthermore, we found that Michigan citizens are relatively inactive politically when it comes to tourism devel-opment and Pure Michigan, specifically. Depending on the behavior, only 4-12% of citizens have participated in any way (written a letter, served on a board, attended a meeting, posted on a social media site, etc.). Combined, these two results indicated that Travel Michigan should provide clear and easily understandable information about the process by which Pure Michigan funds are allocated and how citizens may have a voice in that process. The MEDC Transpar-ency website (http://www.michiganadvantage.org/Transparency/) is an excellent tool for keep-ing citizens informed about latest plans, policies and projects. However, it is only a means of one-way communications. Combined with continued efforts at the local level to leverage inter-est in Pure Michigan, more channels for dialogue with citizens will increase empowerment and participation in the policy making process regarding the state's tourism industry. The result should be an increasing ROI, both economically and socially.

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Policy Control
- I feel like I have a pretty good understanding of the important issues surrounding the Pure Michigan campaign.
- I enjoy political participation because I want to have as much as possible in influencing a state government agency like Travel Michigan.
- People like me are generally qualified to participate in decisions affecting state programs like the Pure Michigan campaign.
- There are plenty of ways for people like me to have a say in how Pure Michigan funds are spent.
- It is important to me that I actively participate in influencing state government.
- It is important to vote in state elections that might affect the outcome of the Pure Michigan campaign.

Leadership Competence
- I am often a leader in groups.
- I would prefer to be a leader rather than follower.
- I would rather have a leadership role when I am involved in a group project.
- I can usually organize people to get things done.
- Other people usually follow my ideas.

Participatory Behaviors
- I have attended a public hearing or meeting that addressed statewide or local tourism issues in the past five years.
- I have communicated with Travel Michigan or state government about some matter related to the Pure Michigan campaign in the past five years.
- I have served on a committee or advisory board that addresses tourism issues such as the Visitor and Convention Bureau, or a similar body in the past five years.
- I have written a letter to an editor of a newspaper about the Pure Michigan campaign in the past five years.
- I have posted a comment on Facebook, Twitter or a blog about the Pure Michigan campaign in the past five years.

Sense of Community
- My neighborhood or community helps me fulfill my needs.
- I feel like a member of my neighborhood or community.
- I have a say about what goes on in my neighborhood or community.
- I have a good bond with others in my neighborhood or community.

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