

## TOOL 6: BUILDING A SCENARIO

It is now time to bring together the findings of your preparation activities. You have conducted research to understand the national needs, ambitions and capacities of tourism stakeholders. You will have deepened your understanding of global forces and the international agendas relating to sustainable development and the role that sustainable tourism can play. The scope, quantity and quality of current programmes and initiatives will also be understood, and you will have explored the different approaches taken by others to implement sustainable tourism.

**The task now is to bring all of this together and establish what your national sustainable tourism programme needs to achieve and the different scenarios that will support that effort.**



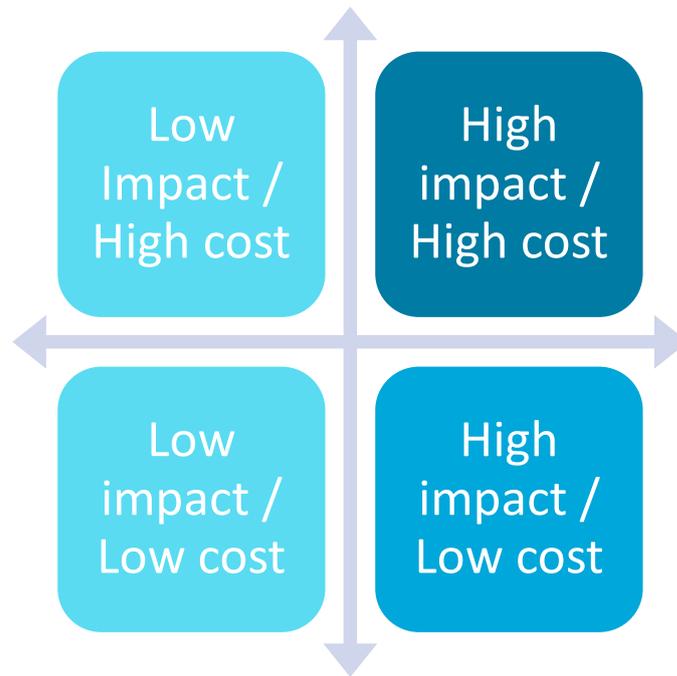
There are likely to be several different scenarios that apply to the national situation and the following examples are just a few that may resonate.

Bring all sustainable tourism initiatives under 'one brand'	Upgrade existing programmes and optimise	Establish a very targeted system to address identified key challenges
<ul style="list-style-type: none"> <li>• Quantity and quality of programmes / initiatives / certificates present a compelling case for a national brand</li> <li>• The mass of programmes can easily be structured under an umbrella brand</li> </ul>	<ul style="list-style-type: none"> <li>• Existing programmes can be enhanced / realigned: with national needs, with international sustainable development agendas / to better respond to global forces</li> <li>• Further tools / standards / approaches can be introduced to address weak areas</li> </ul>	<ul style="list-style-type: none"> <li>• National situation requires a targeted approach to address key challenges</li> <li>• Existing international tools may be utilised / adapted for national context</li> <li>• New tools may be required to address specific risks to sustainability</li> </ul>

The best solution might be to initially work on **upgrading existing programmes** and increase participation with a longer-term aim of creating a national umbrella brand. You may be at the beginning of your sustainability journey and want to prioritise a key sustainability risk that requires a **targeted approach**. Alternatively, you may have a substantial portfolio of programmes already and can incorporate a new 'targeted programme' into it to **strengthen weak areas**. Whichever scenario is eventually selected it is the starting point towards longer-term goals and should be continuously reviewed and developed.

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**Considerations for scenario selection:** As with any strategic decision making it is important to consider where and how resources are best placed to achieve the desired outcomes.



To help with this activity it is useful to consider some of the key drivers of cost and impacts when implementing sustainable tourism programmes.

Cost drivers	Impact drivers
<ul style="list-style-type: none"><li>• Level of engagement</li><li>• Level of cross-sector cooperation</li><li>• Level of knowledge and skills</li><li>• Expertise within NTO / available partners</li></ul>	<ul style="list-style-type: none"><li>• Valid data collection, effectiveness of measurement instruments</li><li>• Effective engagement and capacity building activities</li></ul>