

Strategy for Tourism

12

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Design and setting by P.K. McBride

12 Strategy in Action

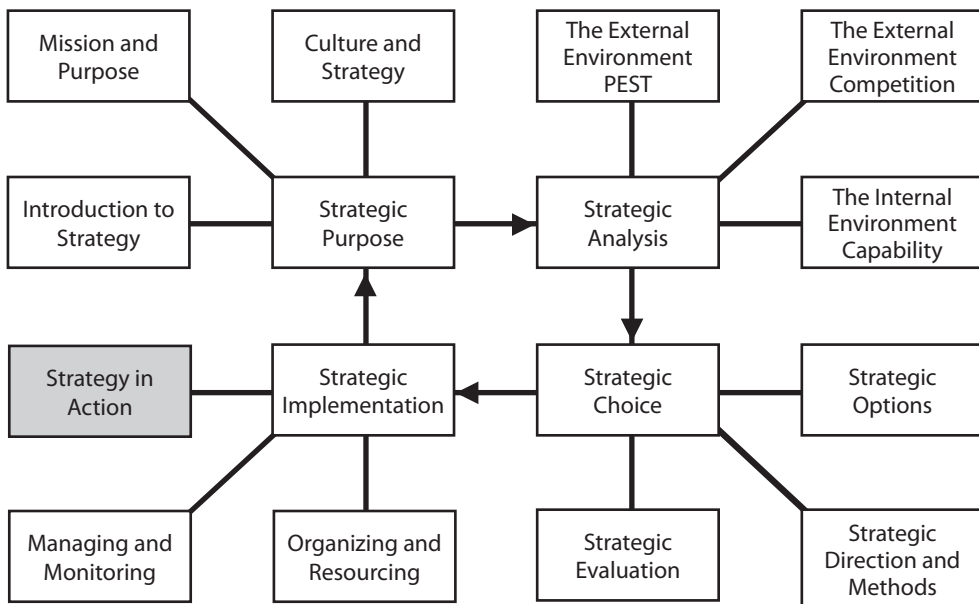


Figure 12.1

Learning outcomes

After studying this chapter and related materials you should be able to understand:

- How to prepare a public strategy document
- Strategists
- Gender and strategy
- Backstage considerations for strategy
- Review of strategy
- Turnaround strategies
- Crisis management strategies
- Concluding issues

and critically evaluate, explain and apply the above concepts.

Introduction

This chapter is about strategy in action. Its starting point offers advice on how to write a strategy document. Here the major headings and contents are set out. Of course not all of the information that has been used to formulate a strategy appears in publicly circulating documents and consideration is given to these backstage issues. Attention is next turned to the fact that a strategy needs to be reviewed to ensure that it continues to make a strong contribution to achieving the organisation's mission and remains appropriate as circumstances change. Next it discusses the roles of the people and agencies responsible for formulating strategy – the strategists. This is followed by a review of issues of gender.

In some cases, review and revision are not adequate since major unforeseen events can quickly render a strategy redundant. Mindful of this problem, the latter part of the chapter looks at the issues surrounding turnaround strategies and crisis management before concluding with some brief remarks.

Case study 12 illustrates a strategy with the particular focus of encouraging pro-poor tourism in Ethiopia. It also shows the role of a key international agency – the World Bank – and other specialist consultants who were recruited to assist in the formulation of the strategy.

Case Study 12: A pro-poor strategy for Ethiopia

Rationale

Ethiopia is one of the world's least developed countries. Approximately 31 million people live in conditions of poverty and of these perhaps 13 million people are at risk of starvation. The country has an over-dependence on the agricultural sector where the terms of trade have deteriorated in the past 40 years. Against this the World Bank report notes that the development potential of tourism is increasingly important in development strategies and that tourism is one of the focal sectors of Ethiopia's five-year development plan. This potential is underlined by data from the UNWTO showing that 35.6 per cent of all international tourists travelled to developing countries in 2003. But the challenge for Ethiopia is to ensure that tourism does not benefit just a few entrepreneurs, or its overseas investors, but that income remains in the country and is widely distributed, hence the focus on Pro Poor Tourism.

Approach

In 2006, The World Bank published a strategy for the government of Ethiopia *Ethiopia in Makeda's Footsteps: Towards a Strategy for Pro-Poor Tourism Development* (World Bank, 2006). The strategy was informed by a working group consisting of both public and private sector representatives and also sought input from independent consultants. For example, data on expenditure and economic impacts was provided by WAAS International (Ethiopia), a value chain analysis was undertaken by Global Development Solutions (USA and Japan) and Acorn International (UK) provided data on market perception. The report identified the following key stages in strategy development:

Chapter extract

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