



The Sustainable Tourism Stewardship Council (STSC)

Consultancy to Create Business and Marketing Plans for the STSC –

Final Report

April 2007

Output for Tender: **International Accreditation System and Consolidation of National Sustainable Tourism Systems to Facilitate Competitiveness and Market Access for SMEs Component 2, Activities 2.9 and 2.10. (Tender coordinated by the Rainforest Alliance)**

STSC Business and Marketing Plan Development Process

Gordon Sillence April 2007 V1 Final

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Introduction

This document represents the final report on the work executed under the tender '*Consultancy to Create Business and Marketing Plans for the STSC* at the final point of the contract (April 2007), and follows the interim report submitted to the STSC Temporary Steering Committee in September 2006.

The project has run several months behind the initial schedule, with a series of successive deadlines moved from September 2006 to October 06, December 06 and then February 07, though this has been foreseen and agreed by both sides when extending consultation deadlines. This has been in part caused by the complexity of the planning involved, plus the need for the two consultants to reach agreement on central issues, as well as time allowed for a high degree of stakeholder feedback.

The final product is however extremely comprehensive, and offers

1. a clear vision of the STSC form and function and strategic development
2. a complete financial analysis of the cost of implementation
3. a set of tools to do the implementation work

In this final report a list of the project deliverables is itemized, and then each individual output is commented on as to its final status. A general summation of the overall project is given in conclusion, with recommended next steps to be taken. The reader is at all times referred to the content of the project outputs themselves to gain a clear picture of the STSC development process itself.

The feedback received has been in general very positive and constructive, and has been taken into account at all stages up to the final version. An annex to this report details the feedback to the final document, offering a clear itemized response to each comment that demonstrates the rationale behind the approach to the project outputs.

It is also recognised that the technical nature of the work has made it difficult for some to follow the detailed complexity of the process. It is hoped that the extensive use of diagrams in the body of the report itself will help the users of the report to have a clear picture of the development issues facing the STSC.

A List of Project Outputs & Deliverables

This tender response was divided into eight separate but related outputs, which are listed below:

1 Sharing a Common Vision - How will the STSC Look as it Develops between 2006 - 2012?

2 STSC's Specific Characteristics - the Global Organization Framework

3 An Implementation Strategy for the Establishment of the STSC – Networking, Association and Accreditation Development

4 Specific Operational, Administrative and Financial Needs of the STSC to meet the Implementation Strategy

5 A Business Model of Financial Sustainability –Planning Revenues to Guarantee the STSC's Sustainability

6 Marketing Strategy – Growth and Development Strategies that Reflect Sectoral Conditions

7 Contacts and Sources for Information and Support

8 Timetabling the implementation programme – the 2006 -2012 Multi-Stakeholder Road Map

Details of Each Output

1 Sharing a Common Vision - How will the STSC Look as it Develops between 2006 -2012?

Deliverable:

- Preliminary Stakeholder Discussion Document - the STSC Draft Implementation Plan 2006 -2012- A Working Vision

The common vision document was given primary importance in the interim report stage so that the full details & specific costings could be conducted in the other outputs. Feed back into the vision was given to consultants who incorporated this into the final detailed work involved in developing the remaining project outputs. **(cf Section A)**

2 STSC's Specific Characteristics - the Global Organization Framework

Deliverable:

- Governance model of excellence incorporating results from existing benchmarking studies and related to key stakeholders
- Accreditation implementation model of excellence.

Output 2 focused strongly on getting the right organisational framework of each phase. This output was strongly related to output 3, describing the overall STSC growth in the three phases of its development (network, partnership and accreditation). Outputs 2 and 3 together form the implementation model that is part of this output in sufficient detail to apply costs. **(cf Section B ch1)**

3 An Implementation Strategy for the Establishment of the STSC – Networking, Association and Accreditation Development

Deliverable:

- Quarterly progress map of the 3 phase implementation plan, with key milestones to lead and record progress

This section specifies, in three-monthly steps, how to set up the STSC process to arrive at the recommended organisational frameworks for each stage: - starting with a knowledge network, moving through a formal partnership phase and ending with a fully functional accreditation body. A task-based progress map outlines the growth phases in great detail, showing roles of key technical officers, and the technical functions of networking, standards development, training, branding/marketing, accreditation, etc. Much of output 1 content required this level of analysis.

From the organisational and models the following inventories were detailed:

- Inventory of items of fixed capital costs

- Inventory of items of core personnel costs
- Inventory of communications and networking items for costing (cf Section B ch2)

4 Specific Operational, Administrative and Financial Needs of the STSC to meet the Implementation Strategy

Deliverable:

- *Costs/Expenses Formula* in Excel and Word formats.

This section specifies the full implementation costs for the STSC, adding together the costs associated with sections 2 and 3, above and covering the years 2007 – 2012. It currently exists as *the Business Plan Primary Overview Workbook*, with extracts taken for the main Word document. (cf Section B ch3)

5 A Business Model of Financial Sustainability –Planning Revenues to Guarantee the STSC’s Sustainability

Deliverable:

- *Revenue Formula* in Excel and Word formats.

This section specifies the projected *revenue* for the project development, covering the years 2007 – 2012. Revenues from STSC services (membership, accreditation, branding, training) were estimated in a series of spreadsheets underlying the Primary Overview. (cf Section B ch4)

6 Marketing Strategy – Growth and Development Strategies that Reflect Sectoral Conditions

Deliverable:

- A marketing strategy concept updating and elaborating the feasibility report process from network stage through to accreditation stage, linked to the tourism value chain model
- A marketing calendar of activities, regionally and global specified, and matched to the business planning documents.

A seven step marketing strategy has been prepared for this output. The strategy links the certification process to the theme of sustainable consumption and production and corporate social responsibility. It uses a network strategy for the marketing approach, including the establishment a virtual map and marketplace for certified products alongside the knowledge network, with synchronised global and regional event planning. (cf Section B ch5)

7 Contacts and Sources for Information and Support

Deliverables:

- Model of an evolving global knowledge network for the certification and accreditation process

- A Stakeholder Grid of contact information and organisation profiles.
- Draft UN Type II Partnership Application
- DestiNET Portal profile

Timing:

1st draft 31st August

Final 30th September

These outputs use the tourism value chain and destination development tool on the DestiNET sustainable tourism portal to put names and faces to organisational structures. At this stage, a stakeholder grid has been designed in draft to reflect the interested parties involved in certification, showing the broadest possible stakeholder membership and support base. A blank UN Type II Partnership form has been provided to show how these stakeholders can set up a UN-sanctioned partnership action. **(cf Section B ch6)**

8 Timetabling the implementation programme – the 2006 -2012 Multi-Stakeholder Road Map

Deliverable:

- A road map for the 2006 -2012 process showing key project targets, milestones, accompanying stakeholder responsibilities and duties and accompanying documents and events

Timing:

- 1st draft 31st August

- Final 30th September

The development of this roadmap provides one of the first multi-stakeholder views of the the certification harmonisation process, showing links to the certification process to the UN CSD sustainable development process itself. IN this way the CSD thematic areas can be used to show stakeholders how contribution to the STSC process fits in with wider SD goals. **(cf Section B ch7)**

Next Steps and Conclusions

A list of final recommendations is given below. Each recommendation is taken from a chapter of the business plan document. The recommendations are aimed at the members of the STSC temporary steering committee, who should act upon them accordingly.

Recommendation 1

Agree to set up a work group and adopt the executive text as the summary overview of the STSC capacity building strategy 2007-2012, with the intention to discuss each specific chapter recommendation.

Recommendation 2

Adopt the Vision chapter text as the working vision for the STSC. This should then be regarded as the blueprint that accompanies the executive summary, and acts immediately as a guide for the work of the temporary steering committee. Translate these into Spanish.

Recommendation 3

1) Adopt the governance structures as recommended in this Section B ch 2 model by drawing up a legal document that takes the model definitions and constitutes the STSC governance program with named organisations in place

Recommendation 4

1) Adopt this three phased development process as recommended in this section(B ch 2) and as elaborated fully in section C ch1.

Recommendation 5

1) Validate the estimated cost requirements by hosting a general discussion as an agenda item after full circulation of the document and sufficient consideration time.

Recommendation 6

1) Validate the business capacity-building strategy through detailed discussion as an agenda item, after full circulation of the document and sufficient consideration time.

Recommendation 7

1) Adopt the Marketing Strategy- as recommended in this Section B ch 5 and as timetabled in the Multi-Stakeholder Roadmap - as the guidance document for the STSC marketing programme.

Recommendation 8

- 1) Agree on the multi-stakeholder and territorial classification system to be used by the STSC
- 2) Adopt an expanded (more filled in) stakeholder grid as the basis for the global knowledge network on tourism certification

Recommendation 9

- 3) Agree to start the implementation of the knowledge network phase of the STSC business strategy.
- 4) Draw up a letter of invitation to the knowledge network potential members.
- 5) Establish membership signing process based on this report.

Recommendation 10

- 1) Sign a Memorandum of Understanding between temporary steering committee members that they are jointly committed to the STSC implementation process on a phased basis, based on the recommendations suggested in this report and agreed to by the board.

- 2) Allocate roles and responsibilities to steering group members to achieve the network phase milestones highlighted in the Multi-Stakeholder Roadmap Section B ch7 and specified in the Implementation process Section B ch2 and Section C ch1.
- 3) Agree on specific tools to use to execute the work program (Section C)
- 4) Set a date for the formal launch of the knowledge network on tourism sector

The consultants would like to thank those people who have provided feedback to the process (as listed in the main document and in this document).

This document has been prepared by Gordon Sillence lead consultant in work to establish business and implementation plans for the STSC 2006-07.

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Appendix 1 the Business & Marketing Plan Document Set

Word Document

- Setting Up the Sustainable Tourism Stewardship Council- Governance Systems, Business and Marketing Plans 2007 - 2012.
- Notes to the Underlying Budget Workbooks (M Wenban Smith)

Excel Sheets

- 1 STSC Business Plan Primary Overview.xls
- 2 STSC-Network and STSC-Partnership Phase .xls
- 3 STSC-Accreditation Phase.xls
- 4 STSC-Accreditation Phase Options.xls
- 5 Annual Phase Totals .xls
- 6. Accreditation Phase Fee Table.xls
- 7. Accreditation Phase Fee Calculator.xls

Powerpoint Presentations

- STSC VISION and IMPLEMENTATION PROCESS
- STSC BUSINESS PLAN 2007 – 2012

Appendix 2 Contents of the Business Strategy Document

Foreword Error! Bookmark not defined.
Contents Error! Bookmark not defined.
EXECUTIVE SUMMARY Error! Bookmark not defined.

Section A - The STSC Working Vision

Introduction to the Vision **Error! Bookmark not defined.**
The Vision Part I - STSC Structure and FunctionError! Bookmark not defined.
Governance Structure **Error! Bookmark not defined.**
STSC Activities **Error! Bookmark not defined.**
STSC Structure and Function – Satellite View **Error! Bookmark not defined.**
The Four Key Program Areas of the STSC..... Error! Bookmark not defined.
a) STSC Outsourced Accreditation Program **Error! Bookmark not defined.**
b) STSC International Standards Program **Error! Bookmark not defined.**
c) STSC Marketing Program **Error! Bookmark not defined.**
d) STSC Training and Support Program **Error! Bookmark not defined.**
The Vision Part II – Phased and Timed Establishment of the STSC... Error!
Bookmark not defined.
1. **The Network Phase 2007** Error! Bookmark not defined.
2. **The Partnership Phase 2007-8** Error! Bookmark not defined.
3. **The Accreditation Phase 2008 -2012** Error! Bookmark not defined.
The Vision Part III: Capacity-Building the STSC ProcessError! Bookmark not
defined.
Stakeholders Supporting the Vision **Error! Bookmark not defined.**

Section B - Details Behind the Vision

1 STSC’s Specific Characteristics - the Global Organization Framework
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**2 An Implementation Strategy for the Establishment of the STSC –
Networking, Partnership and Accreditation Development**Error! Bookmark not
defined.
Network Phase **Error! Bookmark not defined.**
Partnership Phase **Error! Bookmark not defined.**
Accreditation Phase **Error! Bookmark not defined.**
**3 Specific Operational, Administrative and Financial Needs of the STSC to
meet the Implementation Strategy** Error! Bookmark not defined.
**4 A Business Model of Financial Sustainability –Planning Revenues to
Guarantee the STSC’s Sustainability** Error! Bookmark not defined.
Focus on potential funding sources and strategies for raising funding. **Error!**
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Focus on revenues from STSC services . **Error! Bookmark not defined.**

5 Marketing Strategy – Growth and Development Strategies that Reflect Sectoral Conditions **Error! Bookmark not defined.**

A Seven Step Marketing Program for Raising the STSCs Profile **Error! Bookmark not defined.**

Building a Marketing Alliance among ‘the Coalition of the Willing’ **Error! Bookmark not defined.**

Networking Marketing Technical Infrastructure across Networks & Regions **Error! Bookmark not defined.**

The Marketing Message **Error! Bookmark not defined.**

6 Contacts and Sources for Information & Support – a Stakeholder Grid **Error! Bookmark not defined.**

7 Timetabling Implementation: 2006 -2012 Multi-Stakeholder Road Map **Error! Bookmark not defined.**

Multi Stakeholder Roles **Error! Bookmark not defined.**

8 Conclusion **Error! Bookmark not defined.**

SECTION C - Decision Support Tools

1 A Table of Governance and Institutional Characteristics of Each Phase **Error! Bookmark not defined.**

2. Financial Planning Spreadsheets for the Networking Partnership & Accreditation Phases **Error! Bookmark not defined.**

3. Operational Procedures & Financial Spreadsheets - Accreditation Phase

A) STSC Governance Structures- Options for the Accreditation Phase **Error! Bookmark not defined.**

B) Spreadsheet of Accreditation Phase Income - Expenditure Options **Error! Bookmark not defined.**

C) Explanation-Discussion of the Accreditation Phase Spreadsheets **Error! Bookmark not defined.**

4 : UN Type II Partnership Registration Form. **Error! Bookmark not defined.**

5: DestiNET..... **Error! Bookmark not defined.**

6 WSSD Framework of Programmes on Sustainable Consumption and Production..... **Error! Bookmark not defined.**

7. Glossary of terms **Error! Bookmark not defined.**

8: Bibliography and Websites..... **Error! Bookmark not defined.**

9: About this Consultancy **Error! Bookmark not defined.**

Project Outputs & Deliverables **Error! Bookmark not defined.**

Appendix 3 Feedback on Final Version

STSC Final Version Feedback Analysis April 07

Feedback from: Cathy Parsons, Tensie Williams, Ariane Janér, Giulia Carbone, Herbert Hamele, Naut Kusters & Jason Keating

The table below responds to the feedback on the final draft version from different sources. It has been listed in column form with the consultants response in a corresponding column.

Feedback on final version	Consultants Response
I look forward to the outcome of the comments to the consultants. I think they have done an excellent and very thorough job. CP	.
The executive summary needs to be more reader friendly. The way it is now could be useful for UN related agencies but it is not accessible to the many organizations and individuals not versed in technical language that will need to get onboard. TW	Firstly, the Powerpoint presentations have been designed to provide an easy access to the issues to bring supporters onboard. Secondly, executives who are reading this <i>should</i> be versed in the technical language of establishing a global governance system. This is the third iteration of the summary, and it has been done as a descriptive text of the overall document to enable executives to reduce reading material quantity. Rather than rewrite this summary, a one page description of the STSC will be written for those who cannot follow the full complexity of the technical process. It is however repeated that it would be useful to have this executive summary and Section A translated into Spanish for further user-friendliness. It is also understood that the RA's funding department will prepare a 'funder-friendly' introduction.
Staffing in Network Phase It is not possible to develop the work of the Network without a coordinator. It is not budgeted and it is need to be included. At least a part time coordinator TW	This was considered in depth in relation to the concept of a bottom-up up/low funding scenario. It was decided that it was capable of developing the network phase by using the existing momentum of the process without incurring major staff costs, with emphasis being placed on developing the knowledge network infrastructure/communications protocols. Also, this phase only lasts six months, and fundraising for this post could take that time instead of focusing on developing the knowledge network. Development of the global knowledge network is in fact very close, with Africa, the Americas,

	<p>Asia Europe all near to having sub-global networks that can be joined into a global knowledge network via the actions of specific individuals who are central to the process and have displayed a clear willingness to do so. The decision to make this an unfunded phase in terms of staff time, however, does not stop any individual entity going ahead to raise funds for someone to do the Network phase work, so long as that is cleared within the STSC temporary committee.</p>
<p>For the partnership phase, the executive person will need to do fundraising. TW</p>	<p>It was envisaged that this person would work with a working group on the executive committee to raise funds.</p>
<p>For the final STSC phase, based on our experience, it will be required to have two separate people doing fundraising (development) and communications. Now it is proposed to have one person doing both and we consider it unrealistic. TW</p>	<p>This is not accurate. The final phase has both a fundraising post and a communications officer (cf p103)</p>
<p>The projected income from certification fees is not realistic based on what we know if the financial situation of many certification programs. The estimates are too optimistic. It is not clear how your reach those estimates. What kind of research took place or was consulted in order to get to those projected fees? The section needs to be grounded and justified more strongly. [A side note, have you asked TIES for the last version of their research on financial sustainability of certification programs? Silvia can send you a copy if you have not consulted it]. It is necessary to begin presenting how much the programs are making today so the fee estimates could be better calculated. TW</p>	<p>The projected income was calculated in a number of ways.</p> <ol style="list-style-type: none"> a) The first method included making an estimate of the cost of the service, then calculating the ratio between number of services users and what they would need to pay to make the service viable. An excel-based fee calculator has been developed to support this (see supporting documentation) b) An estimate was then made on making a projection of the potential market during and beyond the accreditation phase (cf p62 and more importantly, worksheet 12 in the Primary Overview Excel Workbook). This was developed in consultation with Herbert Hamele, Naut Kusters and Xavier Font, who are all in direct contact with several European certificates. There were also discussions with UNEP and UNWTO personnel. During this process the consultants were fully aware of the TIES publication, which deals with the issue of what certification bodies are making, and provides the key argument for a multi-stakeholder approach to funding certification bodies c) A client centred approach was taken to show how these costs may look from the point of view of a certification body. The charges made by other

	<p>accreditation services in different sectors was taken into account, as well as the experience of the European VISIT accreditation process.</p>
<p>What is the research behind the fee estimates for the use of trademark among travel agencies and operators? How does a travel agency or inbound uses the trademarks? No grounding is presented to support that set of fees. TW</p>	<p>The calculations for the fee estimates and the methodology used to arrive at them is shown on p69. The methodology used to arrive at the figures involved estimating the cost of running the service, then developing a ratio of number of users to service charge. This methodology is described more fully in the Notes to the Business Plan supporting document.</p> <p>Use of the trademark along the supply chain is a very difficult subject and would require its own highly complex 'willingness to pay-style' research. On this subject, the consultants based their approach on the work done in the feasibility study, in which supply chain management is the issue which deals with how travel agents or inbound operators may benefit or use trademarks.</p>
<p>Based on the marketing challenges of FSC and others, the actual acronym STSC should not be recommended to be part of the logo/seal. It cannot be understood by the regular business or consumer. The use of acronyms like this have proven to be a marketing problem in other sectors. If you cannot invest in proposing a creative label, please just describe it in words and eliminate the example that shows the label on the FSC/STSC ad. TW</p>	<p>The comment on use of acronyms on one section of the marketing strategy is dealt with in the section on branding (p79-80), which explicitly states '<i>A competition can be held between knowledge network members to come up with the slogan for each phase. It is likely that the global sub-regions would be best placed to run their own version of the core campaign to optimise the socio-cultural quality of the marketing operation to its client audiences</i>'. Furthermore: <i>At some stage the STSC has to take on the issue of developing its visual image, whether that is a slogan, a logo, colour scheme, lettering, etc. As suggested above, a competition between knowledge network members and supporters will be the best way forward with this issue. This strategy document makes no suggestions as to the nature of the design, though it is noted that both FSC and MSC have made use of a tick in their designs, which may be useful to replicate in order to continue the idea of the STSC's similarities to these other accreditation bodies. Again, it is recommended that a competition can be held between knowledge network members to come up with the global logo, as a sort of Premier League/World Cup of the slogans stakeholder competitions.</i>'</p> <p>Hence this consultancy has stated that it would be best to develop a participative process to come up with a slogan that the members then felt they owned more, rather than one designed by a third party.</p>

	<p>The issue regarding the advert is described below.</p>
<p>The whole marketing section needs a lot of work. It does not come across as having developed a thorough marketing strategy. For instance, long slogans like the one inserted in the label do not work. This sector should be reviewed by a marketer and for now be reduced to the basic recommendations. The section on Mark-It needs to be better explained. TW</p>	<p>As stated above, this section has already been edited. The five pages that describe the marketing strategy do provide a comprehensive and thorough approach to the marketing needs of the STSC. What must be borne in mind is that this strategy just provides a starting point and guidance for the person who will be in charge of marketing, who will be in a better position to take the recommended strategy and work with existing members to implement on the ground actions with a much more detailed personal workplan. Given that this is three years away at best, it would be presumptuous to provide anything more concrete at the moment. The same applies to the Mark-IT element, which is, as stated, highly dependent on what technological innovations and opportunities will be available three years from now, which is again impossible to predict, but needs to be budgeted for now.</p>
<p>The proposal for cross marketing with other sectors should be described in the text but please eliminate the ad because of reason we had previously discussed TW</p>	<p>With regard to the use of the cross-marketing example, this has only been given as an example. Please remember that this section has already been heavily edited to remove other examples, and this last remaining example is there to illustrate the cross-marketing approach. This could be described without the picture, but that would not offer a clear example of what cross-marketing can achieve. The text has already been re-edited to explicitly state that this is a matter to be dealt with among ISEAL members. It would be expected that everyone has something to gain by doing this in the tourism sector, where, wood, marine and food products are highly evident throughout the supply chain. Removal of this last example would be rather unfortunate, but can be done if absolutely necessary.</p>
<p>Please find enclosed the latest version of the Travelife awarding system and checklist. It is the Tour Link (project) objective to comply the Travelife "industry" standard with the existing sustainable tourism labels in order to avoid confusion and unhealthy competition. Ronald / Herbert would be good of you could compare the Travelife standards with the existing labels and advise on harmonisation under one global</p>	<p>This development arrived after the production of the final draft. However, it shows how the standards development process can go forward with a practical harmonization system. It should be mentioned as a key tool for developing the standards programme.</p>

<p>accreditation system..... NK</p>	
<p>My only concern with the plan is, as I've pointed out before, the key to success is being able to think bottom-up (from endconsumer via tourism enterprises via country certification systems to international). AJ</p>	<p>The plan allows for the representation of consumers in the multi-stakeholder membership structure, which should enable the process to have this bottom up thinking. Moreover, the STSC structure should be able to embrace consumers, destinations and national entities in each of the global regions. Also, the above point, ie the Travelife standard, reflects the bottom up thinking that is being asked for, inasmuch as the Travelife approach is empowering end-users to make sustainable choices.</p>
<p>Though the international names are important for funding for something that needs "slow money", it is important that some kind of demand (several studies have been made) and supply (status of sustainable tourism and certification initiatives by country) evaluation is made. To what extent do countries (and which organization/institution) support an STSC (fine, as long as I don't have to pay membership fees to essential, I will pay \$\$\$ per year). AJ</p>	<p>The feasibility study has already taken into account the demand for the STSC. Alongside the VIST (2001) study, the recent TIES study covers the issue of ST certification initiatives. In terms of support, the stakeholder grid developed for this business plan and marketing strategy shows the existing level of support for the STSC. The grid also reveals the gaps in this support, and what stakeholder interests need more representation for the STSC to be a full multi-stakeholder process.</p>
<p>As a practical suggestion, I would check how many people have SKYPE (or could use SKYPE as they have broadband internet), which could facilitate communications (SKYPE also allows small conference calls) at zero telephone cost. AJ</p>	<p>The IT strategy anticipates high usage of broadband communications tools such as Skype, whilst also recognising that training will be necessary for implementing such tools in the knowledge network membership.</p>
<p>- the rational and vision need to be more concrete and linked to the problems posed by the multiplicity of existing certification systems. Of course we all agree that the bottom line is about sustainability of the sector but at this stage I feel it would be more convincing to be more specific. This section should also analyse possibly the existing standards for certifications that could also be used (ISO) - and why in your views these would not do the job. Furthermore, for the sake of</p>	<p>The consultants decided to strike a balance between a fully prescriptive approach and one that allows the STSC steering committee and knowledge network members the ability to take their own decisions. Having said that however, the concreteness of the vision is in fact backed up by highly detailed figures, from the numbers of committee members to costing of every aspect in a quarterly breakdown of a five year global process. The analysis of the problems posed by a multiplicity of certification systems is turned on its head, and seen as a opportunity for all systems that come together in a</p>

<p>transparency I feel that a short summary of the steps already undertaken (from the first study conducted by Xavier Font, to the UNWTO survey etc) should be included. GC</p>	<p>knowledge network to improve their own practices and develop a higher market visibility. The inevitable arguments and difficulties that currently exist -or will arise- between different certification systems can be made transparent in the standards development programme, which will be an ongoing process. In terms of analysing existing standards that can be used, the consultants refrained from backing any particular horse, whilst acknowledging that this work was done in the feasibility study of 2003. A whole standards setting programme will inevitably have to deal with this, and this has been fully catered for in the vision document and business plan. A short summary of the steps undertaken was given in the forward, which excluded the UNEP (? Rather than UNWTO) survey as it post-dated the final version.</p>
<p>- the business case is crucial as well. There is a short section named "Business case" (p.65) but not really clear why so deep into the report. In addition it is not clear to whom it is making the business case! GC</p>	<p>The business case is given full prominence in a Powerpoint presentation which is entirely dedicated to the business and funding audience. The business case has been designed with the multi-stakeholder audience in mind, in line with the overall vision, since all parties have an interest in ensuring the STSC is financially viable.</p>
<p>The proposed structure: I am not really clear on the need and difference between the Network and Partnership phase. Who are the "members" of the network phase (at one point there is a reference to "membership fee"...) GC</p>	<p>The vision does spell the differences out quite clearly, both textually and diagrammatically. The network phase is there to develop the global knowledge network on ST certification (cf fig B1 p36, figure b2 p37 and ch 2 p42). Although only briefly mentioned in the vision document on p 42, the membership fee is fully discussed on p 68.</p>
<p>The standard development programme: is this a programme or a phase? As it is now it seems that the standard development will be an on going activity (as the marketing, and capacity building ..). I don't see the need to have a programme dedicated to this. I would rather see a (preparatory) phase dedicated to developing the standards (which in turn will be the pillars to the three remaining programmes: accreditation, marketing and capacity building). The donors list (page 65): this list is far from being a good starting point (But you know much more than me about fund raising). First of all I</p>	<p>The standards programme belongs to two phases, ie the partnership phase and the accreditation phase. The full process is specifically detailed on p103. The programmes is shown to start in the partnership stage, which does in fact prepare the ground for the accreditation phase and its remaining programmes. In terms of the donors list, the question of whether corporate sponsorship will work or not is clearly an issue, but one that cannot be ignored as a potential funding source. However, the overall strategy stresses the need for a multi-stakeholder approach to funding, in which national governments or funding programmes as well as private sources are explored. The GRI reporting system is mainly used by corporate entities, who are already sensitized to the issues of</p>

<p>question is corporate sponsorship is really going to work (see suggestion to approach WBCSD – which in any case includes very few tourism members). The GRI does not have corporate members (The TOI is not a member of GRI!!!!). I feel the consultants could go a step (and more) further in exploring bilateral and multilateral options that could be in line with the STSC’s vision and objectives. In addition, the other option that they could explore is to move from the traditional donor/grantee relationship to a shareholder system (where shareholders would be the foundations/governments/multilateral agencies that have an interest and a stake in certification and want to have a full (including financial) involvement).</p> <p>GC</p>	<p>sustainability standards and monitoring systems. It produced a specific set of guidelines for the tourism sector which the TOI was involved in producing but has been slow to implement. Leverage on these companies for backing could easily lead to corporate support.</p> <p>To explore the numerous specific bilateral and multi-lateral options at this stage puts the cart before the horse. The STSC has required a clear and agreed definition prior to being capable of pre-judging who will sit round the funding table. Furthermore, various political hurdles have been necessary to overcome at the global level prior to a more national focus. The list of multi-stakeholder potential funders is however a guide for establishing a stakeholder grid of funders from all types of stakeholder at all administrative levels. This is entirely consistent with the idea of the shareholder system suggested here, a system which is in fact referred to in the report as the multi-stakeholder funding solution cf p15, p16 and p64 which states <i>‘The approach to funding the STSC in this business plan is built on a multi-stakeholder solution, where the set up costs are spread out over a range of stakeholders.’</i></p>
<p>Finally, there are references to other programmes, initiatives that make the report little bit confusing (see for example the suggestion to sign up to the UN Type II partnership ..). With this last comment I’d like to reinforce the need to make the report more focused, concise and logically structured, especially if it has to go to a private sector readership ..</p> <p>GC</p>	<p>The reference other initiatives is clearly necessary in the development of a system which is attempting to bring together a diversity of existing stakeholder actions, otherwise it would lack specificity.</p> <p>The report has already been logically structured in its three separate sections (overall vision, the details of that vision and the technical tools support decision making). Within this approach, it has also separated out the various initiatives which are useful tools to do the job, such as the UN Type II Partnership approach mentioned in this comment. This particular tool has in fact been fully developed to provide a clear focus for the development of stage II.</p> <p>If it goes to a private sector readership, it should be delivered with the Powerpoint Presentation first, backed up by just the first section, as this is the most concise way of getting both the vision and figures over</p>
<p>Finally, I totally agree in the separation between standard setting and accreditation. The need /</p>	<p>The four programme areas of the STSC’s activities should show the wider remit of the STSC, and the need and justification for them has been previous dealt with in the</p>

<p>justification for the STSC to be more than a standard setting body but also a marketing and capacity building needs to be strengthened. Here is maybe where the comparison between the STSC and other standards (ISO) could be made – to show that just setting the standards is often not sufficient to promote their use.</p> <p>JC</p>	<p>2003 feasibility report.</p>
<p>The Business Plan is an excellent work and base for the implementation of next steps !</p> <p>What next ?</p> <p>I guess that</p> <ul style="list-style-type: none"> a. at one hand none of us/ the steering committee members has enough seed money to fully implement the STSC b. some of us may have good ideas for fund raising c. all of us can contribute a bit or even more to start with the next steps <p>ad b.</p> <p>Naut and I can develop an idea to raise financial support from Europe (EU, Netherlands, Germany, other). Deadlines for submission in 2007. Decision and (if positive) start in 2008. The result could be a 3 years project, cofinanced with money from other global regions (e.g. Europe + Latin America matching funds ? GEF could also be an idea (?)</p> <p>ad c.</p> <p>1. networking:</p> <ul style="list-style-type: none"> a. we can start networking from May onwards, using the DestiNet portal as platform with links to/from all certificates and related organisations and complementary initiatives like follows: - updating and completion of the address list (certificates, 	<p>These comments provide a very positive example of how members of the steering committee can take on board the report's suggestions and start implementing them.</p> <p>What is needed is for the Temporary Steering Committee to take decisions on the recommendations listed in the report so that individual stakeholders can undertake these actions in a coordinated manner.</p>

<p>complementary voluntary initiatives for ST: total 100-150) - information about STSC and networking phase: purpose, roles, benefits, steps, time - invitation letter to become member of a global STC network - registration on DestiNet - news system - etc. (Details: see Business plan) b. ECOTRANS can try to get financial support from European sources in 2007</p> <p>2. STSC partnership building a. this is an ongoing process, all steering committee members shall continue to identify more partners and to stimulate them to send a letter of interest (as I did with ADAC). What to offer them ? What to ask them for ? This we should decide together based on a draft, prepared by you or a small group, a.s.a.p.</p> <p>3. development of accreditation system a. you offered already the database to be hosted by UNEP. ECOTRANS can deliver more criteria lists from the Eco-labels in Europe. RA and ECOTRANS - together with UNEP - should keep on working on this.</p> <p>HH</p>	
<p>As you would be aware there is a lot of information contained in the documents and personally I have enjoyed the reading. ... and wholeheartedly endorse the 5 business case goals presented in the business plan. Having direct experience in implementing a worldwide certification program through Green Globe I am fully aware of the challenges and</p>	

<p>opportunities that can be confronted through such a process.</p> <p>The steps listed for the phased implementation process (i.e. Knowledge, Partnership and Accreditation) and the supporting STSC Executive and staff resourcing will provide adequate support to make stage 2 and 3 work. The reliance on funding is heavy and I trust that RA fundraising division will have capacity to raise such funds for the initiative. There could be opportunity to explore avenues where we can work together to help raise funds for this project from the government, travel and corporate arena within Australia/NZ and the Asia Pacific rim. Operating on a shoestring will not achieve the required objectives and I am sure you are conscious of that fact.</p> <p>In respect to membership fees I assume that this will predominately be coming from certification organisation like Green Globe? I have no problem with this approach as I see significantly value if a STSC only endorses programs that have integrity. Without bias I know we have that because of the research, science and technology that underpin the program. Please note though membership for other developing economy certification programs membership fees may be seen as an impediment. This could be a good and bad scenario. I understand there will many other benefits associated with membership particularly for our customers. The harsh reality about certification programs is that very few survive without third party funding support.</p> <p>JK</p>	<p>The STSC – PATA link as described here is a concrete example of building the certification knowledge network as a base to capacity build the STSC process</p> <p>Membership fees will be spread across the 4-fold multi-stakeholder categories. Governments will be encouraged to support such costs for certification bodies in developing countries.</p>
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Appendix 4 A Brief Introduction the STSC Business & Marketing Plans

This document provides a one page introduction to the STSC Business and Marketing plan document set. The document set describes the projected development of the STSC over a ten year period, and offers all stakeholders a common vision of what has to be done, when, by whom, and how much this will cost.

The core mission of the STSC is to enhance the sustainability of tourism operations by ensuring better environmental and social performance, and improved economic benefits to local communities and to certified businesses worldwide. The STSC aims to do this through the establishment of a global accreditation, standards, training, support and marketing organization, in order to increase the number and quality of certified sustainable tourism enterprises in the global marketplace. Why? Because a trustworthy international standards setting and accreditation system will guarantee independently verified, internationally recognized certainty and transparency for all tourism sector certification programs.

Listed specific objectives that set the targets in the implementation program include the establishment of a global multi-stakeholder **knowledge network on tourism certification**, followed by the establishment of a global **multi-stakeholder partnership** to capacity-build the STSC in order to develop a trustworthy international standards setting process as the basis for an **international accreditation system**, as well as setting up training, support & marketing services for certifying bodies and their end-certificate holders.

This work is planned in three phases. **The STSC-Network phase** (estimated at 6 months) shows a design for a global knowledge network on sustainable tourism certification, covering the global regions of Africa, the Americas, Asia and Pacific, and Europe. This phase is intended to develop communication and broaden the STSC membership base. In the following **STSC-Partnership phase** (18 months) the knowledge network members start working together with a common single purpose, organized in a four way multi-stakeholder democratic structure divided between Intergovernmental organizations, donors and national government; tourism intermediaries and associations; certification bodies; and NGO and consumer groups led by an executive board. The final 3rd **STSC-Accreditation phase** (3 years) sees a functional global organization overseeing the four separate but related program areas: accreditation, standards, training and marketing. Here a stakeholder council, board of director and executive staff, modeled on similar bodies such as the FSC and MSC.

The *Marketing Strategy* includes both marketing the STSC itself to establish a global brand as well as promotion of certified sustainable tourism businesses. Two further projects develop a strong IT marketing capability for the STSC and also bring it into the wider sustainable development process of Agenda 21. The execution of this strategy is linked to the development of a framework of programmes for sustainable consumption and production, corporate social and environmental responsibility initiatives and cross-marketing with other accreditation organizations.

The bottom line of the STSC development shows that after the initial funding process, the STSC will be in a position to generate sufficient revenues to be self-supporting by the year 2017. The figures reveal an organization with a core staff of 7 – 9 people, with an annual revenue stream of \$643,600 US dollars, and annual costs averaging \$1,238,463 million USD at the end of 2012. After this point the STSC appears capable of increasing its revenues to over \$1.2 million by 2017 to meet the average annual cost of the project (estimated to be US \$1,238,463.) . Full details of this plan can be found in the Word and Excel documents linked to this summary.

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