



REPUBLIC OF ESTONIA
MINISTRY OF ECONOMIC AFFAIRS
AND COMMUNICATIONS

Long-term vision 2035 for Estonian Tourism

6.06.2024

MoAEC



[visitestonia](https://www.visitestonia.com)

Tourism Long-Term Vision 2035 is the strategic development document of the Ministry of Economic Affairs and Communications



In the Tourism Long-Term
Vision document,
we agree upon:

- + In the principles concerning tourism development
- + Long-term objectives
- + General development and action directions
- + Alignment of directions with other sectors



Methodology to create
the Long-Term Vision:
Strategic Foresight



Process: Partnership and
Collaborative Learning and Creation

Strategic Foresight

In the simplest terms, **strategic foresight** is the ability to imagine different futures and prepare for them in the present moment.

There is an infinite number of possible futures - probable, plausible, preferable, less preferred, etc.

It is more adequate to consider several possible and probable developments when making current decisions.

To create new ideas, we can speculate about the future, e.g., think about the less likely but more pivotal futures.

Humanity must cope with several turns and crises - the green turn, the digital turn, and rapid societal changes. Therefore, considering different development trajectories and preparing for them now is an essential part of, for example, strategy creation, design thinking, and human-centered approaches.

A good future foresight project is still knowledge-based and deep enough so that we also understand our prejudices and thought patterns regarding the future and can create suitable and practical alternatives.

We expect simple answers to complex questions, but an efficient future foresight project should not provide them.

We consider involvement and co-creation essential



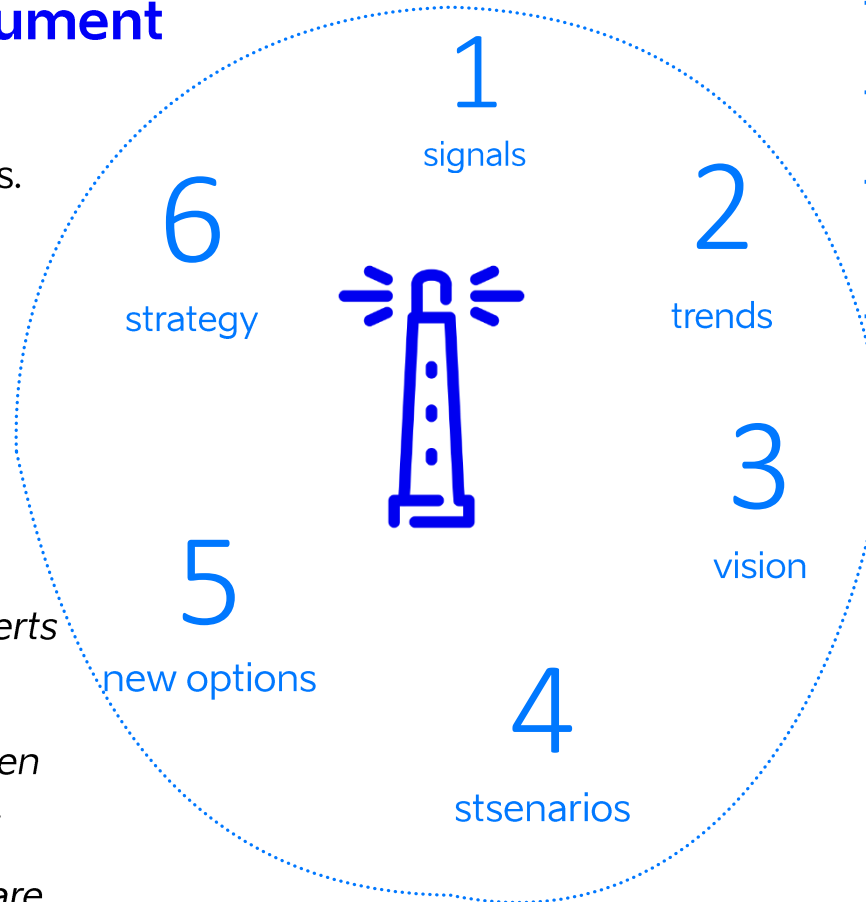
The Tourism Long-Term Vision 2035 will be completed in early 2025

6: We compile all the information into a long-term vision document

- + In autumn 2024, informal coordination.
- + In November, we discuss in an open seminar, and the Tourism Council confirms.
- + Official coordination.
- + In early 2025, the Government of the Republic discusses.
- + In 2025, the Minister of Economic Affairs and Communications confirms

6 and 5: Decision-making: What to do now?

- + 25 members of the Tourism Council and experts from other fields participated in the vision workshop on March 20, 2024.
- + Nearly 100 enthusiasts participated in the open forum 'Tourism Gatherings' on April 12, 2024.
- + The Tourism Council met on May 20, 2024.
- + 1:1 meetings with public sector stakeholders are scheduled for the summer of 2024



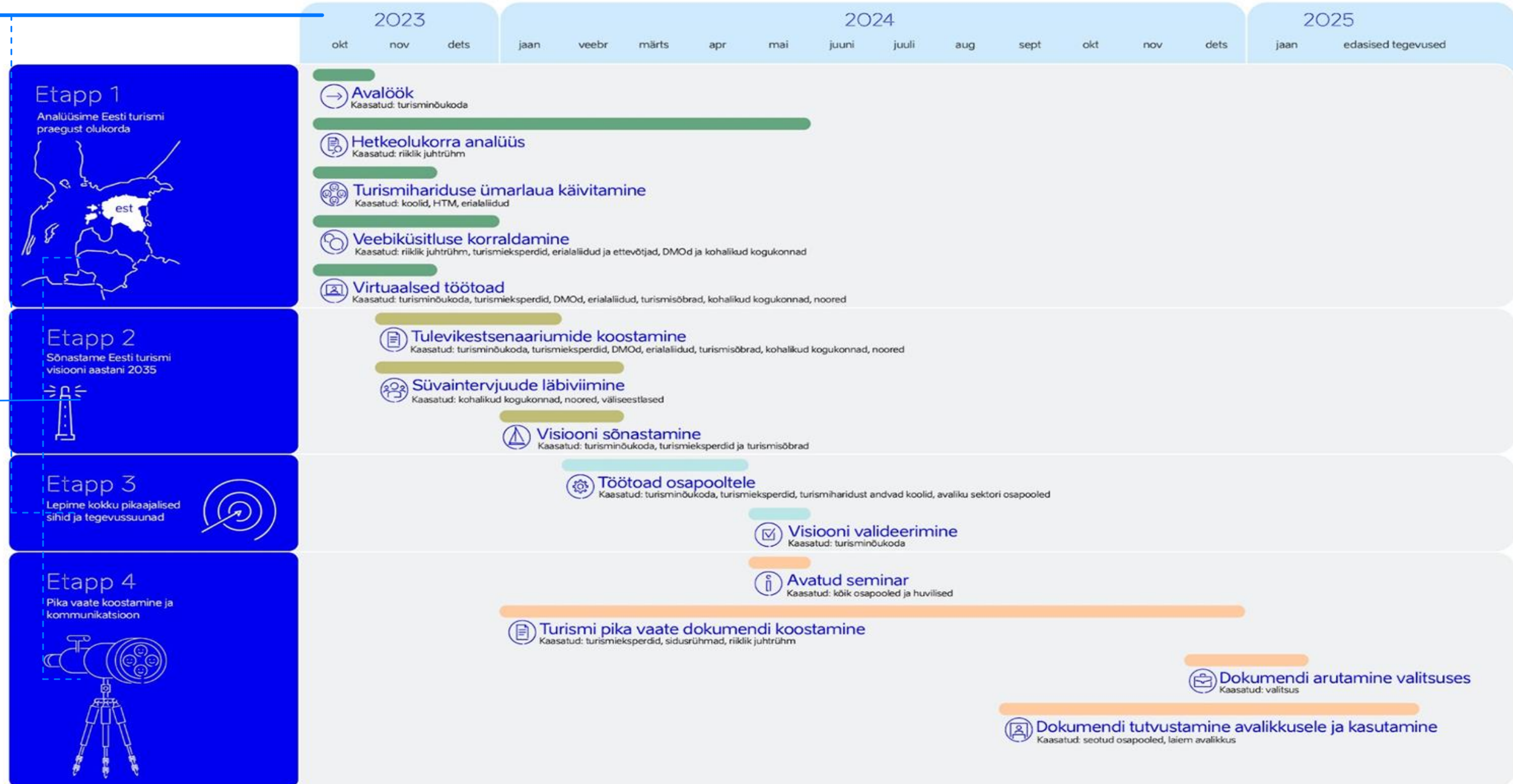
1 and 2: Discovery: Where are we headed?

- + 80 enthusiasts joined the online discussions in autumn 2023,
- + 145 respondents participated in the winter 2023 online survey,
- + 23 participants attended the roundtable on the future of tourism education,
- + 30 MoAEC and Visit Estonia tourism experts envisioned metaphors for the future

3 and 4: Imagining: What is our vision? What lies ahead for us?

- + 12 experts from various fields participated in the futures scenario workshop

Long-Term Tourism Vision 2035: Timeline and Action Plan



Lessons from crafting the Long-Term Vision 2035

- A holistic picture only thanks to the multiplicity of both methods applied and stakeholders involved.
- Methods and techniques should be varied: desk research, interviews, workshops, quantitative economic analysis etc.
- Involvement of stakeholders:
 - to get valuable and innovative ideas,
 - to ensure the vision is a SHARED vision to be implemented in joint efforts.
- Identifying new opportunities: to see new possibilities and reframe our understanding, including our current perspectives. This can lead to innovative solutions and strategies.
- Understanding different perspectives: insight into what others think, helping us find common ground => better communication and collaboration.
- Collaborative learning and creation: learning and creating together with participants => enhancing the value and effectiveness of the foresight exercise.

Lessons from crafting the Long-Term Vision 2035

- Need for quality data and analysis => gathering and processing this information can be resource-intensive.
- Difficulty in choosing focus: with many important topics and issues, selecting a focus can be challenging.
- Conflicting stakeholder views: making decisions is complicated when stakeholders have opposing viewpoints.
- Achieving collective implementation: ensuring that all parties—government, associations, destinations, and businesses—commit to a long-term vision can be difficult.
- The process can be time-consuming because of the involvement of multiple stakeholders and the need for thorough analysis.
- Use attractive and concise visuals to collect, share and present the information!

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