The subject of strategic management is often taught as a core topic at some stage (usually the final year) during a tourism degree programme. Strategic management also acts as a key feature of postgraduate tourism degree programmes. The topic consolidates what the student has learnt in the preceding years of their degree and applies this knowledge at a strategic level to tourism contexts. However, many of the concepts associated with strategy and strategic management are abstract in nature and can often be difficult for teaching staff, let alone students, to comprehend. It is important that lecturers and students are able to access resources that enable their wider understanding of the subject matter and create opportunities where theory can be effectively applied to practice.

Though there are many generic strategy resources that exist, these are predominately ‘manufacturing’ related, and specific subject resources focusing on tourism service contexts can be difficult to find. Indeed, there are still only a few key strategic management textbooks that focus specifically on tourism. This resource guide will thus be essential to anyone teaching a strategic management module targeted at tourism students. The guide also embraces examples from the hospitality industry so will be useful to tutors teaching on strategic management modules with a hospitality focus.

The resource guide is separated into different sections. Firstly an annotated bibliography of resources is presented. This section is further separated into the key themes that may comprise a semesterised module in strategic management. It should be noted that the guide takes a classical approach to the study of strategic management, and the structure and stated resources therefore reflect this approach. As the two main textbooks in the field of strategic management and tourism, the guide uses Evans et al (2003) and Tribe (1997) to direct teaching staff to specific references where the strategic management theory has been applied to a tourism context. In addition to this, a number of generic strategic management textbooks (of which there are many!) are used to direct readers to chapters and case study material on relevant topics.

The guide also lists a number of relevant strategic management related journals, and also journals in the field of tourism that often include articles and research notes on strategic issues. In addition, a number of web-based and electronic sources are provided which are useful for retrieving company financial information and competitive intelligence data. A list of
video resources that are useful for illustrating and applying the theoretical concepts to live situations is also included. Lastly, an example week by week teaching schedule and assessment strategy is presented.

**Annotated Bibliography**

**Strategy Definitions and Perspectives**

Strategy can be explored from a variety of different perspectives and there are many definitions of what strategy is. It is important to understand these different strategic perspectives so as to gain an holistic understanding of strategy formulation and implementation. It is often the case that the opening chapter of any generic strategy textbook will include an initial definition and interpretation of strategy. The following books make specific reference to some of the main conceptualisations and perspectives on strategy.


The final chapter in the book offers a relevant conceptualisation of the different approaches to understanding strategy and provides a critical insight into the strengths and weaknesses of each perspective.


The chapter outlines the different theoretical perspectives of strategic management and places this within the context of the hospitality industry.


Provides a short case study illustration of BA’s use of strategic language through the construction of their mission, goals, values, and overall competitive strategy.


Mintzberg forwards his ‘five Ps’ of strategy including strategy as a plan, a ploy, a pattern of behaviour, a perspective and as a position.


The author conducts a literature review of strategic management research in the hospitality industry from 2002 to 2003. This includes theory relating to environmental scanning, strategic choice, the resource-based view, core competences and strategy implementation.


One of the seminal writers in the field, Porter discusses a range of issues in determining what we actually understand by strategy.

Whittington, R (2001) *What is Strategy and Does it Matter? (2nd edn)*. London: Thomson. This is an interesting and very enlightening book. Whittington forwards four different perspectives in which strategy can be understood. These include classical, evolutionary, systemic and processual approaches.

**The Macro Strategic Environment**

An analysis of the macro environment is crucial in determining the factors which have a direct impact and/or might influence the strategic direction of an organisation. A number of different concepts can be used to analyse the external macro environment in an attempt to identify those factors, which might have an impact upon the organisation, both in terms of being a threat or an opportunity. The following are a list of book chapters and articles that introduce and discuss the various approaches to analysing the external environment.

Evans, N Campbell, D and Stonehouse, G (2003) *Strategic Management for Travel and Tourism*. Oxford: Butterworth-Heinemann, Chapter 7. The authors use the STEEP (Socio-demographic, Technological, Economic, Environmental and Political influences) approach to analysing the external environment. Evans et al also enlighten their analysis with useful tourism-related mini case studies to illustrate the application of the concept.


Okumus, F (2004) Potential Challenges of Employing a Formal Environmental Scanning Approach in Hospitality Organizations. *International Journal of Hospitality Management* 23, 123-143. As the title suggests, the author offers a rigorous review of research relating to environmental scanning and discusses the various challenges of employing this technique within the context of hospitality organisations.

Olsen, M D, Tse, E C-Y and West, J J (1998) *Strategic Management in the Hospitality Industry (2nd edn)*. New York: Wiley, Chapter 3. The chapter outlines the basic concepts used for assessing the external environment, placing this within the context of the hospitality industry. A relevant section on issues concerning environmental uncertainty and complexity is also included.

Whilst recognising the shortcomings of the PESTEL approach, the authors forward the SCEPTICAL (Social, Cultural, Economic, Physical, Technical, International, Communications and infrastructure, Administrative and institutional, Legal and political) model as a more relevant concept for analysing those factors within the external tourism environment.


Using BA as a case study example, Thompson highlights two different scenarios based upon external factors that may occur and the influence this places on the strategic decisions for BA.


Using tourism related examples, Tribe discusses the application of the PEST analysis to the external tourism environment.


White presents the STEP (Social, Technical, Economic and Political) analysis and in doing so discusses opportunistic and risk related factors that an organisation should consider.


A short case study which addresses issues of globalisation in the airline industry.

The Micro Strategic Environment

The analysis of the immediate competitive environment is important for understanding the strengths and weaknesses of the competition and the organisation’s relative position in the industry. It is upon this basis that the organisation can then go on to formulate strategies that enable a strategic advantage to be gained over competitors. A number of concepts can be used to analyse the competitive environment and these are embedded within the following resources.


The author applies and extends Porter’s five forces model to the context of the UK tour operating industry. This article is useful in illustrating the application of the competitive forces concept and also highlights how the model can be adapted to a tourism context.


The authors discuss and apply Porter’s competitive forces model to the context of the European airline industry, whilst acknowledging the concept’s limitations.
A comprehensive case study of Ryanair which is useful for analysing the dynamic and competitive nature of the budget airline sector.

This is a useful case study in understanding the competitive nature and rivalry within the supply end of the airline industry.

Environmental scanning models are discussed including Porter’s Five Forces. A useful case study of Opryland Hotel, Nashville, Tennessee is also presented (134-139).

This is a seminal text introducing some of the definitive and long standing strategic management concepts including the ‘five forces model’ for analysing industries.

In addition to offering a rigorous discussion and critical evaluation of the five forces model, Grant argues that a sixth force should be included within Porter’s model. He also goes on to discuss the process of creative destruction, hyper-competition and the identification of key success factors within an industry.

The author uses the US airline industry to demonstrate the dynamic forces at play and how these can influence competitive rivalry within the industry.

The case study documents how external factors such as deregulation of the airline industry and September 11th have influenced the strategic position and direction of the two national airline companies.
Stakeholder Analysis
An understanding of stakeholder needs and expectations are paramount in the development, implementation and success of an organisation's strategy. It is therefore important to analyse the power and interest stakeholders may have over an organisation. The following resources provide an insight into the analysis and application of concepts for analysing stakeholder power and influence.

The authors provide an initial overview into the difference between internal and external stakeholders and introduce Mendelow's (1991) stakeholder map.

The authors present Freeman’s (1984) stakeholder concept and apply this to the hospitality industry. Chapter 7 outlines how organisations can manage relationships with stakeholders.

This case about the Forte empire and the hostile takeover bid by Granada illustrates the power, interest and significance of key stakeholders.

The author presents an interesting case study of The Savoy Hotel and the ‘hierarchy’ of the Savoy's stakeholders based upon their power and interest to the organisation.

Thompson outlines the different interests of stakeholders and presents models for understanding how to satisfy these stakeholders.

White initially discusses the process of stakeholder mapping and further on in his textbook outlines the promotion of strategy to stakeholder groups.
Vision, Mission, Aims and Objectives

The formulation of the organisational vision, mission, aims and objectives are crucial for the firm in having a clear strategic direction. However, the composition and content of the vision, mission, aims and objectives is open to interpretation. The following list of resources discuss the purpose of the vision, mission, aims and objectives whilst also illustrating how they can be formulated.


The authors forward the Ashbridge mission model in determining the philosophy of an organisation's mission.


The authors outline the purpose of a mission statement and what it should contain whilst also outlining the vision, mission and objectives of a range of tourism organisations including British Airways, Southwest Airlines, Maldives Tourism Promotion Board and Holiday Break plc.


The authors discuss the different uses of a mission statement whilst also addressing organisational values, social responsibility and ethics in determining the strategic direction of a firm.


Johnson and Scholes present a model that conceptualises the role of mission statements based upon the ethical stance of the strategic intent of internal managers and the power of external stakeholders.


The article reviews literature pertaining to the purpose and composition of mission statements whilst also offering a manager’s guide to improving mission statements based upon an evaluation of thirty top hospitality organisations.


Thompson reviews the language and terminology used within organisational vision and mission statements and discusses the role of stakeholders in their composition.


Thompson’s case study of London Zoo illustrates the tensions between stakeholders in the formulation of a visitor attraction’s objectives.
Tribe discusses the different orientations of mission statements and, using examples from within the tourism industry, presents a model that classifies mission statements by their social and profit focus.

**Resources, Competences and Core Competences**

In contrast to analysing the external micro and macro environment, the resource-based view (RBV) seeks to explore the internal resources of an organisation and how these can be leveraged to gain a competitive advantage. An analysis of an organisation’s resources can include its financial, physical, human, intellectual and reputational resources. In the deployment of these resources, it is also important to understand the competences and core competences of an organisation. Porter’s (1985) value chain concept is an important part of this process. The following resources highlight material pertaining to the resource-based view and the analysis of competences and core competences and their application to the tourism industry.

Offers a good review of RBV theory and applies this to the context of UK tourism SMEs.

Evans et al offer a clear overview of the key definitions and terms relating to the resource based view, competences and core competences. They also apply the concepts to a variety of case situations including Marriott International, Club Med and British Airways.

An alternative application of Porter’s (1985) value chain and its application to the tourism industry is presented. The authors forward the notion of the ‘value fan’ and apply this to the context of a winter sports destination.

The authors present a detailed analysis of organisational resources and how these can be used to gain a competitive advantage.

The authors discuss the key terms whilst also presenting a model for identifying an organisation’s threshold and unique resources and competences.

This article offers a review of resource based theory and forwards a procedure for assessing the competitive potential of tourism types in destinations. Deep-sea fishing in Gran Canaria, Spain is used to illustrate the application of this procedure.


The authors present a rigorous analysis of core competence frameworks and apply these to the hospitality industry.


Another seminal text from Porter, this time introducing the concept of ‘value chain analysis’.


Tribe discusses the different organisational resources and creatively applies the value chain to the context of the scheduled airline sector.


This chapter covers the key definitions and concepts associated with resources, competences and core competences.

### Competitive Strategies and Strategic Choice

Once an organisation has been through the process of analysing the external macro and micro environment and has conducted a rigorous analysis of its internal resources and culture, then the organisation is in a position to formulate strategies in pursuit of a competitive advantage. The classical strategy approach often utilises Porter’s (1980) generic strategy framework of focus, cost leadership, and differentiation to understand the particular strategic direction an organisation may pursue. However, alternative frameworks such as the growth share matrix and Ansoff’s (1968) directional matrix are also useful in determining an organisation’s strategic direction. As outlined below, an extensive array of resources exist in this area. Indeed, there is an abundance of case study material on the budget airline sector in particular, which is useful for exploring the contemporary application of the strategic choice concepts and principles.


Places strategic management within a destination context and forwards a model of destination competitiveness.


This text contextualises strategic management theory within the field of tourism eCommerce and eMediaries. It is very useful for understanding how classical strategic management...
concepts can be applied to new electronic forms of business enterprise and the new economy.

The authors apply Ansoff’s matrix (1968) to the context of Bermuda and forward strategies on the future growth of the visiting cruise sector for the destination.

The authors outline the key strategic choice models including Porter’s generic strategy framework, Bowman’s strategy clock, Ansoff’s matrix and the resource based view. The concepts are applied to a variety of tourism organisations such as Southwest Airlines and easy Jet, Hyatt hotels, Travelodge, Holidaybreak, Club Med, First Choice and TUI Group.

The authors provide a strategic overview of the European budget airline sector and discuss the common strategies that these airlines pursue.

The authors discuss the main strategic choice and direction concepts including Porter’s generic strategies, strategic group analysis and portfolio analysis.

This chapter discusses business level strategy and focuses specifically on Bowman’s strategy clock. The chapter also includes a case study on the strategic choices of easyJet (p 323).

This case study presents an overview of the Virgin Group and provides questions on the future strategic direction of a diverse organisation.

The authors review and evaluate Porter’s five forces approach, the resource based approach and the relational approach in determining competitive advantage within hospitality firms.

The article analyses the competitive strategies of tour operators with specific reference to the impact of these strategies on a destination’s image.
This text places strategic management within the context of the global tourism arena. Chapter 8 discusses the key strategic management concepts and their application to the tourism industry.

The author analyses and questions the long term viability of operating a low cost strategy in the European budget airline sector.

This chapter discusses and evaluates the application to tourism of a number of strategic choice models and concepts including SWOT, portfolio analysis, the General Electric matrix and the diversification matrix.

This case study illustrates the cost leadership strategies and the unique service offerings of budget airlines including easyJet and Southwest Airlines

A useful case study for comparing the different strategic approaches of Virgin Atlantic and the low-cost airlines.

This case study gives a good overview of the competitive cruise market and discusses issues concerning strategic direction and competitive advantage of the key players in the industry.

Discusses the role of information technology in attaining competitive advantage, focusing specifically on Thomson Holidays and raises questions about the role of the Internet in travel distribution.

A good case study for exploring the different strategic developments of the Disney organisation.
Tribe outlines the different strategic choice models and applies these to a variety of case studies including easyJet, Thomson Holidays, Icelandair, and P&O.

This case outlines the early strategic problems encountered by the development of EuroDisney in Paris, France.

The case reflects on the cost-based strategy of the American based no-frills airline, Southwest Airlines.

This case discusses a number of strategic issues relating to the holiday organisation Club Med.

This case study of the Virgin group is good for analysing issues concerning differentiation and diversification.

**Strategic Methods**
In order to fulfil a strategic direction an organisation will need to consider various strategic methods. This may include the formation of an alliance and merger with, or the acquisition of, another organisation. Alternatively the organisation may decide to achieve its selected strategy alone by growing organically. Again, many of the listed resources focus on the airline industry where alliance formation is prevalent.

The authors review strategic alliance theory and forward four propositions concerning the use of alliances within the hospitality industry.

An edited text focusing specifically on global alliances in the tourism and hospitality industry.

The author reviews strategic network theory and demonstrates how strategic networks have been used by tourism eMediaries to gain a competitive advantage.

Evans presents a very detailed and rigorous appraisal of the alliances that exist within the international airline industry and discusses how the airlines collaborate to achieve their objectives.


The authors discuss the key strategic methods an organisation can pursue and apply these to a variety of case studies including the hotel, tour operating and airline sectors.


The authors discuss the main methods of strategic development including internal development, mergers and acquisitions, and strategic alliances.


The authors develop and apply a model that can be used to predict the merger activity of organisations in the hospitality industry.


The authors consider strategic methods within the context of the international hospitality industry.


The article discusses the role of alliance formation and more specifically, franchising in the development of the hospitality industry in Israel.


The author presents a chapter on strategic alliances and joint ventures and uses a case study of British Airways (601-603) to illustrate possible merger activity in the airline sector.


Tribe outlines the different strategic methods and applies these to case study material including Holiday Inn, Accor Hotels and alliances in the airline sector.


As the title states, the case study discusses issues surrounding the acquisition of Princess Cruises by Carnival Corporation.
Resource Guide: Strategic Management for Tourism

White presents a nice chapter on issues concerning co-opetition and the formation of collaborative alliances between organisations.

The authors conduct an empirical analysis of five multinational lodging firms to assess the extent of the relationship between the external and task environment in entry-mode decisions.

**Strategic Evaluation and Implementation**
The evaluation and implementation of a strategy is important for understanding future strategy formulation. There are many alternative perspectives on how a strategy can be evaluated but it is not unusual for this to be broadly classified under the headings of suitability, acceptability and feasibility. The resources listed below discuss the techniques and tools used for strategic evaluation and implementation.

In the stated chapters, Evans et al offer a useful overview of the different methods, techniques and tools for evaluating and implementing strategies.

The authors discuss criteria for measuring the success of strategies including suitability, acceptability and feasibility. In chapter 9, Johnson and Scholes go onto discuss the implementation of the strategy including organisational structures and networking.

Reviews the concept of benchmarking for tourism destinations and forwards a methodology for evaluating the performance of tourism destinations.

The author reviews strategy implementation theory and suggests a framework that is non-linear in nature but embraces the different contexts and processes involved in implementing strategy.

The author reviews strategy implementation framework theory and proposes a framework based upon an empirical study of two international hotel groups.

The authors reconcile the lack of research in the area of strategic implementation and review the various implementation strategies used by hospitality organisations.


The chapter presents an overview of the various issues and techniques that need to be considered when implementing strategy within the context of the hospitality industry.


This short case study illustrates the measures used for measuring success at the British Tourist Authority (now called VisitBritain) and the difficulties in doing so.


The case study outlines the strategic dilemmas and difficulties faced by Freddie Laker in the development of Laker Airways during the 1970s, 80s and 90s.


Tribe offers an overview of the different techniques for evaluating strategies and uses cases studies including the Mauritius tourism strategy and Universal City in Florida to illustrate points made.


As the book title suggests, Wober reviews the benchmarking process in the tourism and hospitality industries.

### Organisational Culture and Strategy

The cultural ethos and orientation of a firm is significant in the strategic development of an organisation. A static culture that is reticent to change is likely to cause the organisation to suffer from strategic drift and be unable to keep pace of the dynamic competitive environment. The following resources therefore present models and case studies for understanding the cultural perspective of an organisation and the implications this can have on strategy making.


The authors present different models for analysing the cultural perspective of an organisation including Johnson and Scholes’ (2002) cultural web, Handy’s (1996) culture types, and Miles and Snow’s (1978) culture types. The chapter also includes case studies on the cultural web of MyTravel plc and the organisational culture at Southwest Airlines.
Managing Strategic Change

The selected organisational strategy and related method will often initiate a process of change within the organisation. For example, an organisational merger or acquisition will inevitably create a bringing together of two cultures that may, in some instances, result in a culture clash. Therefore, the process of change needs to be managed carefully to ensure the successful implementation of the strategy.


Considers the process of organisational change using the context of museums in the UK, the United States, Australia and Canada.


This book focuses purely on the strategic change process and covers a range of change management issues. However, no tourism-related case studies are included.

Evans et al review the process of managing change and discuss Kurt Lewin's (1947) three step model of understanding change.


The authors discuss the change management process and use the cultural web and forcefield analysis to illustrate how this process can be achieved.


As the title states, the article explores and conceptualises the barriers to change within hotel firms whilst also suggesting strategies to overcome these barriers.


The authors review theory relating to change management and develop a five stage model of the change process based upon empirical research of interviews with ten hotel managers in the UK.


The chapter discusses the processes involved in managing change when implementing a strategy. The chapter also includes a case study on the Hilton Hotels Group.


Tribe highlights the key change management tools when implementing a chosen strategy.

**Managing Strategic Risk**

Any chosen strategy brings with it a degree of risk. Therefore, awareness of the risks involved is crucial in the successful implementation of a strategy. The resources below offer useful case study material for exploring the risks associated with a particular strategic direction and/or method and the actions taken to manage the risk associated with the event.


The article reviews the strategic growth of Bass Hotels and Resorts and discusses the different factors involved in influencing an international expansion strategy.
The authors raise the issue of assessing risk including determining financial ratios and conducting sensitivity analysis.

Provides and discusses some useful models for understanding risk and crisis management.

The case highlights the risk management approaches of the two Concorde operators, BA and Air France, in light of the Concorde crash disaster in July 2000.

This illustrates a similar scenario and a good comparison to the case study above, focusing this time on the risk management approaches of TWA and Swissair.

Tribe briefly raises the issue of risk and refers to financial risk and sensitivity analysis.

White presents an entire chapter on strategic risk and risk management and includes a case study on the Disney Corporation (513-514).

**Strategic Leadership**
The success of a strategy is often due to the strategic leadership of an organisation and the values the strategic managers espouse. The listed resources refer to specific chapter and case study materials that demonstrate the importance of strategic leadership in the implementation of a strategy.

The author reviews the role of franchising and, using a case study approach, evaluates the role of intrapreneurs in the franchising process.

The authors initially define the notion of a strategic leader and later on in their textbook, discuss different strategic leadership approaches.

The author analyses the budget airline sector and proposes a conceptual framework for entrepreneurial management based upon the case study of easyJet.
Discusses a variety of issues in strategic leadership including styles, failure and corporate governance.

Thompson includes two case studies on the Virgin group, highlighting issues surrounding Richard Branson’s strategic leadership style.

**Annotated Guide to Journals**

**Strategic Management related journals**

**European Management Review**
Supported by the European Academy of Management, this is a relatively new journal but discusses key strategic management related issues.

**Journal of International Business Studies**
Though covering more general business studies issues, this refereed journal often includes some useful strategic management related articles.
[http://www.jstor.org/journals/00472506.html](http://www.jstor.org/journals/00472506.html)

**Journal of Business Strategy**
A magazine type of journal that is very readable and includes articles from contributors within public and private sector organisations, not just academia, giving it more of a ‘real world’ feel.
[http://oberon.emeraldinsight.com/vl=32340/cl=118/nw=1/rpsv/jbs.htm](http://oberon.emeraldinsight.com/vl=32340/cl=118/nw=1/rpsv/jbs.htm)

**Long Range Planning**
One of the leading strategic management journals. Though academic in its approach, the journal is applied in nature and therefore the relationship between theory to practice can be clearly seen.
[http://www.lrp.ac](http://www.lrp.ac)

**Management Decision**
A theoretically accessible journal which often includes strategic management related articles. The journal also incorporates the Journal of Management History.
[http://taddeo.emeraldinsight.com/vl=1407827/cl=76/nw=1/rpsv/md.htm](http://taddeo.emeraldinsight.com/vl=1407827/cl=76/nw=1/rpsv/md.htm)

**Strategy and Leadership**
*Strategy and Leadership* includes some insightful articles on the strategic direction and leadership of organisations.
[http://konstanza.emeraldinsight.com/vl=2462931/cl=125/nw=1/rpsv/sl.htm](http://konstanza.emeraldinsight.com/vl=2462931/cl=125/nw=1/rpsv/sl.htm)
Strategic Change
As its title suggests the journal focuses predominately on research that embraces the strategic change process and the management of change.
http://www3.interscience.wiley.com/cgi-bin/jhome/6184

Strategic Management Journal
Probably the seminal journal focusing on strategic management. The journal embraces a variety of articles ranging from the philosophy of strategic management to more classical perspectives and is therefore not exclusive or biased towards any particular theoretical dogma.
http://www3.interscience.wiley.com/cgi-bin/jhome/2144

Tourism related journals
Though there is an argument for more strategic management and tourism related articles, the following tourism journals publish articles in this area.

Annals of Tourism Research
One of the seminal journals in the field of tourism. The journal occasionally includes articles that have a strategic management focus.
http://www.elsevier.com/wps/find/journaldescription.cws_home/689/description#description

Current Issues in Tourism
Includes articles that explore contemporary issues in tourism, which sometimes have a strategic management orientation.
http://www.business.otago.ac.nz/tourism/current-issues

Information Technology and Tourism
The IT and Tourism journal occasionally includes articles on the strategic role of technologies within the tourism industry.
http://itt.ec3.at

International Journal of Hospitality Management
The journal often publishes strategic management related articles based upon the hospitality industry.
http://www.elsevier.com/wps/find/journaldescription.cws_home/659/description#description

International Journal of Contemporary Hospitality Management
Another hospitality-related journal that often publishes strategic management articles based upon tourism and hospitality contexts.
http://miranda.emeraldinsight.com/vl=1093918/cl=37/nw=1/rpsv/ijchm.htm

International Journal of Tourism Research
This journal covers a range of scholarly tourism related articles which occasionally focus on strategic management issues.
http://www3.interscience.wiley.com/cgi-bin/jhome/10009388
Journal of Air Transport Management
As the title suggests, this journal focuses on policy and management issues in the air transport industry and often includes articles that have strategic management focus.
http://authors.elsevier.com/JournalDetail.html?PubID=30438&Precis=DESC

Journal of Travel Research
The well established and authoritative Journal of Travel Research originates from America and this to some extent reflects the context of the published studies.
www.sagepub.com/journal.aspx?pid=45

Journal of Vacation Marketing
The journal frequently includes articles that have a strategic management emphasis and also includes a practitioner section for contributors from within industry.
http://www.henrystewart.com/journals/hspindex.htm?vm/index.html~mainFrame

Locum Destination Review
Produced by Locum Destination Consulting this magazine-style journal offers contemporary perspectives on issues in the tourism industry and often provides case study material and interviews with some of the key strategic players in the industry.
http://www.locum-destination.com/ldr.htm

Tourism and Hospitality Research
The journal encompasses a range of articles including research papers and case studies on tourism and hospitality related themes and has a strong vocational emphasis.
www.henrystewart.com/journals/thr

Tourism Economics
As the title suggests, the articles included in this journal have a strong economic emphasis, including some on strategic management related themes.
www.ippublishing.com/general_tourism.htm

Tourism Management
Another seminal tourism journal, Tourism Management publishes a number of strategic management related articles.
www.elsevier.com/wps/find/journaldescription.cws_home/30472/description#description
A N N O T A T E D  G U I D E  T O  W E B  R E S O U R C E S

C o m p a n y  r e p o r t s  a n d  f i n a n c i a l  i n f o r m a t i o n

F i n a n c i a l  T i m e s  C o m p a n y  R e p o r t s

http://ft.ar.wilink.com/(0n3yt255ddqumbnhiijoap45)/index.aspx

C a r o l

www.carol.co.uk

These websites are excellent for retrieving the company reports and financial status for a host of tourism-related organisations. The reports can be retrieved in full text online.

Most of the leading tourism organisations also provide information in the investor relations sections of their websites. A few examples of where these can be accessed are outlined below:

T o u r  O p e r a t o r s

Thomas Cook - www.thomascook.co.uk
TUI - www.tui.com/en/ir/
MyTravel - www.mytravelgroup.com
First Choice - www.firstchoiceholidaysplc.com

A i r l i n e s

American Airlines
www.aa.com/content/amrcorp/investorRelations/main.jhtml?anchorEvent=false
Ryanair - www.ryanair.co.uk

C r u i s e

Carnival - www.poprincesscruises.com
Star Cruises - www2.starcruises.com/Investor/index.html
Royal Caribbean
www.royalcaribbean.com/aboutus/investor.do;jsessionid=0000dsCON1HV8iQ6BVPIAZMZCJw:v29bc620

A t t r a c t i o n s  a n d  T h e m e  P a r k s

Tussauds Group - www.tussauds.com/Tussauds/WebSite.do?id=13.54.118
Disney - http://disney.go.com/corporate/investors

H o t e l s

Hilton - www.hiltongroup.com
Intercontinental - www.ichotelsgroup.com
**Tourism eMediaries**

Lastminute.com - [http://cws.huginonline.com/L/131840/last_index.html](http://cws.huginonline.com/L/131840/last_index.html)

eBookers - [www.ebookers.co.uk/corporate/home_ir.html](http://www.ebookers.co.uk/corporate/home_ir.html)


Priceline - [www.corporate-ir.net/ireye/ir_site.zhtml?ticker=pcln&script=2100](http://www.corporate-ir.net/ireye/ir_site.zhtml?ticker=pcln&script=2100)

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**Market intelligence data**

Market intelligence data is integral information for understanding current market trends in the tourism industry. Mintel and Keynote in particular produce data on a variety of different market sectors and geographical regions within the tourism industry. The data can be effectively used for conducting a comprehensive situational analysis for a tourism organisation and the implications this might have for its future strategic direction.

Mintel - [www.mintel.com](http://www.mintel.com)

Keynote - [www.keynote.co.uk](http://www.keynote.co.uk)

Euromonitor - [www.euromonitor.com](http://www.euromonitor.com)

Travel and Tourism Intelligence - [www.t-li.com](http://www.t-li.com)

Tourism Intelligence International - [www.tourism-intelligence.com](http://www.tourism-intelligence.com)

Insights


Gartner - [www.gartner.com](http://www.gartner.com)

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**Electronic tourism newsletters**

Students should always be encouraged to keep up-to-date with the latest news occurring within the tourism industry. The following websites provide daily and/or weekly news updates on tourism organisations’ strategic manoeuvres including acquisitions, mergers, alliances, business development and disposals. Many of the websites publish the quarterly financial updates of the leading tourism organisations.

Travelmole - [www.travelmole.com](http://www.travelmole.com)

EyeforTravel - [www.eyefortravel.com](http://www.eyefortravel.com)

Tourism Industry Digest - [www.e-tid.com](http://www.e-tid.com)

Travel weekly (US) - [www.twcrossroads.com](http://www.twcrossroads.com)

Travel weekly (UK) - [www.travelweekly.co.uk](http://www.travelweekly.co.uk)

Travel industry news - [www.itravelnews.com](http://www.itravelnews.com)

Caterer and Hotelkeeper - [www.caterer-online.com/news](http://www.caterer-online.com/news)

Hotel News - [www.hotelnewsresource.com](http://www.hotelnewsresource.com)
Annotated Guide to Video Resources

The following video resources are useful in providing an insight into the strategic management practices of tourism organisations.

- Money Programme (2003) Ryanair’s cut price route to riches, BBC2. This programme demonstrates how Ryanair has achieved its strategic aims by following a cost leadership approach.

- And me…. (2003) Thomas Cook ….and Me, BBC2. This programme illustrates the external competitive environment that has influenced the strategic direction and decisions of Thomas Cook over the last 50 years.

- TV Choice, (2000) Inside a travel business, TV Choice. This video case studies a fictitious travel agency and poses a number of strategic management questions concerning its future strategic direction.

- I’ll show them who’s boss (2003) To the manner born, BBC2. Gerry Robinson assists the owners of Muncaster Castle in the future strategic development of the organisation as a tourist attraction.

- I’ll show them who’s boss (2003) Too hot to handle, BBC2. Gerry Robinson assists the owners of AMT Espresso in the future strategic development of the organisation. Useful for analysing issues of strategic leadership and direction.

- Blood on the Carpet (1998) The Rocco Forte Story, BBC2. Though this programme is fairly dated it offers a good illustration of the strategic choices and direction of two different organisational cultures coming into battle due to a hostile take-over bid.

- Dangerous Company (1999) Love Hurts, BBC2. This programme is effective in illustrating the culture change of British Airways under the leadership of the then Chief Executive, Bob Ayling and the impact it had upon its strategic direction.

**Teaching and Assessment**

Example Module Outline and Teaching Sessions for Strategic Management for Tourism

Due to the intensity and depth of the subject matter, a strategic management module should ideally be taught over two semesters. However, this is not always possible. The following presents an outline structure for a potted one-semester module on strategic management for tourism. Due to the depth of some of the themed areas, more than one week may be required for the topic to be fully understood. It is also suggested that each session be punctuated with live case studies and examples to illustrate the points made and to give students the opportunity to apply theory to practice. The list of case study materials in this resource guide can be used for this purpose. The international context of the tourism industry also needs to be acknowledged when articulating and applying the theoretical concepts to organisational and destination examples.

<table>
<thead>
<tr>
<th>Week</th>
<th>Topic</th>
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| 1    | Strategy and Strategic Management: Definitions, Concepts and Perspectives  
*The notion of strategy is introduced and explored. Definitions and conceptions of “what is strategy?” are profiled and critically analysed. The scope and process of strategic management is explored.* |
| 2    | The Strategic Environment I: Macro environmental analysis  
*The contexts of the macro and microenvironments are distinguished. Models used to assess the macro external environment are explored and analysed. Issues of environmental uncertainty are also investigated.* |
| 3    | The Strategic Environment II: Micro environmental analysis  
*The micro competitive environment is explored. Models including the industry lifecycle and Porters five forces are critically evaluated. The notion of Critical Success Factors (CSFs)/Strategic Industry Factor’s (SIFs) are also explored.* |
| 4    | Strategic Planning and Analysis I: Stakeholder analysis  
*The notion of the stakeholder is defined. The concept of stakeholder analysis and the power/interest matrix is critically analysed.* |
| 5    | Strategic Planning and Analysis II: Vision, mission, aims and objectives  
*The formulation of the organisations vision, mission, aims, and objectives is analysed.* |
| 6    | Strategic Planning and Analysis III: Resource planning, capabilities, competences and the value chain  
*The internal competences and resources of tourism organisations are explored and critically analysed. The notion of value creation within tourism organisations is explored. The concept of portfolio analysis is also analysed.* |
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<tr>
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<th>Strategic Choice I: Strategic and competitive advantage</th>
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<tbody>
<tr>
<td>7</td>
<td>The notion of strategic and competitive advantage is defined and critically evaluated. Strategies for gaining a sustainable competitive advantage are critically reviewed.</td>
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<th>Strategic Choice II: Strategic direction</th>
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<tr>
<td>8</td>
<td>Porter’s generic strategy framework is critically analysed. Further concepts relating to strategic direction including Ansoff’s directional matrix and the lifecycle/portfolio matrix are also critically evaluated</td>
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<th>Strategic Choice III: Strategic methods</th>
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<tr>
<td>9</td>
<td>Strategic methods including internalisation, alliances, mergers, acquisitions are explored and critically evaluated.</td>
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<th>Strategic Evaluation: Strategic suitability, acceptability and feasibility</th>
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<td>10</td>
<td>Criteria for evaluating the effectiveness of strategies are explored and critically analysed.</td>
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<th>Strategic Implementation I: Strategic management and organisational culture</th>
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<td>11</td>
<td>The influence of an organisation’s culture on the strategic management of the firm is explored. Concepts such as the cultural web are critically analysed.</td>
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<th>Strategic Implementation II: Strategic change management</th>
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<tr>
<td>12</td>
<td>Concepts to explore and manage the strategic change process are explored and analysed.</td>
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<th>Strategic Implementation III: Strategic risk management</th>
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<tr>
<td>13</td>
<td>Concepts to explore and manage strategic risk are explored and analysed.</td>
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<th>Strategic Implementation IV: Strategic leadership</th>
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<tr>
<td>14</td>
<td>Concepts associated with strategic leadership are introduced and critically evaluated. Case studies illustrating strategic leadership success and failure are also analysed.</td>
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Assessment Examples

To enable students to apply theory to practice and contextualise what they have learnt, the following assessment suggestion is useful. The assessment is based around a two-part case study which the student develops over the duration of the module. The first part of the case is a situational analysis of a tourism organisation based upon the knowledge that the student has acquired during the first half of the module. Once this is completed, submitted and marked, students can then progress to part two which seeks to use the first case study as a basis for making strategic management decisions using the theories and concepts learnt in the second half of the module.

Case Study Assessment One

Using strategic management models and theories, critically evaluate the strategic situation of a tourism organisation of your choice.

Word length: 3000 words

Case Study Assessment Two

To enable the organisation to gain a competitive advantage, propose and critically evaluate strategies appropriate for the future strategic direction of that organisation. Factors involved in the evaluation and implementation of the proposed strategies should also be considered.

Word length: 3000 words

The author has found this assessment to be very successful in encouraging students to engage in wider research and to contextualise the strategic management process and related theory. By enabling the student to submit the first part of the case study assessment for marking, the tutor is able to feed back to students on their work and offer guidance on issues that may influence the production of the second part of the case study. This type of assessment can just as easily be transferred to a presentation format on an individual or group basis.

About the Author

Crispin Dale is Senior Lecturer in Tourism in the School of Sport, Performing Arts and Leisure at the University of Wolverhampton. Crispin has significant experience of teaching strategic management at both final year undergraduate and postgraduate levels and has also written a number of articles on the strategic management of tourism organisations and destinations. His research interests also include the use of technologies to support learning within tourism education.