

Strategic Management in Tourism

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CABI Publishing

Contents

Contributors	vii
Preface	ix
Part One: The Tourism Environment	1
1. Trends in Tourism	3
<i>L. Moutinho</i>	
2. The Marketing Environment for Travel and Tourism	17
<i>K. Peattie and L. Moutinho</i>	
Part Two: Tourism Marketing Management	39
3. Consumer Behaviour	41
<i>L. Moutinho</i>	
4. Tourism Marketing Research	79
<i>L. Moutinho</i>	
5. Segmentation, Targeting, Positioning and Strategic Marketing	121
<i>L. Moutinho</i>	
Part Three: Functional Management in Tourism	167
6. Human Resource Issues in Travel and Tourism	169
<i>D. Nickson</i>	
7. Financial Management in Tourism	187
<i>J. Bridge and L. Moutinho</i>	
8. Operations Management	211
<i>G. Southern</i>	
9. Strategic Quality Management	239
<i>H. Maylor</i>	
Part Four: Strategic Planning in Tourism	257
10. Strategic Planning	259
<i>L. Moutinho</i>	
11. The Marketing Planning Index: A Tool for Measuring Strategic Marketing Effectiveness in the Hospitality Sector	283
<i>P.A. Phillips and L. Moutinho</i>	

12. Demand Modelling and Forecasting <i>S.F. Witt and L. Moutinho</i>	293
13. International Tourism Management <i>F. Go and L. Moutinho</i>	315
Index	337

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Preface

New consumer trends, political changes, new technology, the fragmentation of markets, globalization, vertical, horizontal and diagonal integration, environmental concerns, economic integration and many other key developments are all adding to the complexity of corporate management in tourism. Today and in the future, the tasks of strategic management extend well beyond finding or creating new markets. Tourism managers must adjust to all sorts of changes to assure a sustained inflow of resources and a continuing outward flow of services. Under today's pressures, tourism executives charged with strategic management must be alert to an increasing diversity of impacts that result from the strategy, policy and management design they select.

This textbook confronts this highly dynamic environment in two ways: (i) it lays out models and approaches for tourism executives – and students – to use in tying their company or organization into the opportunities and challenges created; and (ii) it uses many of these active forces in the text and cases to illustrate the application of the models, techniques and tools to realistic and demanding situations found in the area of strategic management in tourism. These two distinctive features of the book make it relevant to a turbulent world. More specifically, in order to deal with the baffling array of influences and market opportunities, tourism managers need effective approaches or models to help them sort, interrelate and evaluate. Such decision-making models should suggest what to watch and how to put the pieces together into a meaningful analysis. At the same time, the models and techniques must be sufficiently simple, and easily related to concrete events, so that practising tourism managers can apply them to the situations they face.

By becoming familiar with the concepts and techniques, students will have powerful tools to analyse new business and tourism developments and to interpret threats and opportunities for tourism companies.

The book is structured in four major parts: (1) The Tourism Environment; (2) Tourism Marketing Management; (3) Functional Management in Tourism; and (4) Strategic Planning in Tourism. Part One introduces two chapters, one on future trends and globalization in tourism, and the other on the management of the environment. Part Two includes chapters on consumer behaviour, marketing research, segmentation, targeting, positioning and managing the marketing mix as well as site location analysis in tourism. Part Three deals with functional management implications in tourism arising from policies in human resource management and total quality management. Finally, Part Four focuses on strategic planning in tourism, particularly strategic planning systems, performance and effectiveness measurement, demand modelling and forecasting as well as international tourism management.

I wish to acknowledge the help of my chapter co-authors, who contributed ideas, perspectives and specialist knowledge which have greatly enhanced the content of the book. The actual drawing together of the manuscript and making it intelligible to the publisher was ably performed by Sylvia Kerrigan. Finally, I would like to thank my editor, Tim Hardwick, for his patience, support and confidence. For all this assistance I am most grateful.

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Glasgow, UK, 1999