

## Strategic Management for Travel and Tourism

Nigel Evans
David Campbell
and George Stonehouse



## Contents

Prej	Preface	
Part	One An introduction to the strategic process	1
	Introduction	3
1 2	Strategy and strategic objectives for travel and tourism organizations Introduction to strategy for travel and tourism	7 27
Par	t Two Internal analysis	43
	Introduction	45
3	The travel and tourism organization - competences, resources and	
	competitive advantage	47
4	The travel and tourism organization - the human context	70
5	The travel and tourism organization - financial analysis and performance	
	indicators	90
6	The travel and tourism organization - products and markets	119
Par	t Three External analysis	151
	Introduction	153
7	The external environment for travel and tourism organizations - the	
	macro context	155
8	The external environment for travel and tourism organizations - the	
	micro context	170
9	SWOT analysis	196
Par	t Four Strategic choices	203
	Introduction	205
10	Competitive strategy and strategic direction for travel and tourism	
	organizations )	209
11	Strategic methods of development for travel and tourism	241
12	Strategic evaluation and selection	267

Part Five Strategic implementation	283	
Introduction 13 Strategic implementation for travel and tourism organizations 14 International and global strategies for travel and tourism organizations 15 Strategic management - present and future trends	285 287 302 320	
Part Six Case analysis in strategic management	331	
Introduction Case 1 Strategic alliances in the airline industry Nigel Evans	333 337	
Case 2 Holidaybreak pic: adapting for success Nigel Evans	347	
Case 3 Leicester Promotions: destination management for maximizing tourist potential Amanda Miller	358	
Case 4 My Travel pic (formerly Airtours): competing in the travel industry big league Nigel Evans	362	
Case 5 Competitive strategy at Ryanair Nigel Evans and David Campbell	375	
Case 6 The UK outbound tour operations industry Nigel Evans	378	
Glossary		
Index	401	