# Contents

PREFACE

## Part I Introduction to Strategy

### CHAPTER 1

Introduction to Strategic Management .......................... 3

Introduction ......................................................... 4

Historical Origins of Strategy and Strategic Management .... 5

Schools of Thought on Strategic Management .................. 7

Overall Aims of Strategic Management: Creating a Competitive Advantage .......................................................... 12

Defining Key Terms ................................................... 13

The Book's Approach and Structure ............................... 15

Summary .................................................................... 17

Study Questions ......................................................... 17

References and Further Readings .................................. 18

### CHAPTER 2

Strategic Management in Hospitality and Tourism .............. 19

Introduction ............................................................. 20

Defining the Hospitality and Tourism Context .................... 20

Types of Hospitality and Tourism Organizations ................ 22

Characteristics of Hospitality and Tourism Organizations .... 25

The Case for Strategic Management in H&T Organizations .... 30

Applying Strategic Management in the H&T Context .......... 32

Strategy Research in the Hospitality and Tourism Field ....... 33

Summary .................................................................... 35

Study Questions ......................................................... 36

Small Case Study ......................................................... 36

References and Further Readings .................................. 36
Part II Strategy Context

CHAPTER 3  The Hospitality and Tourism Industry Context
Introduction, Characterising the External Environment,
Understanding the Macro Environment, The Task Environment and Influence of Industry Structure,
The Dynamics of Competition and Strategic Groups, Environmental Scanning and the Hospitality/Tourism Firm,
The External Environment in the International Perspective.
Summary, Study Questions, References and Further Readings.

CHAPTER 4  The Organisational Context
Introduction, Identifying Different Stakeholders, Organisational Functions,
The Influence of Organisational Structure, Influence of Leadership,
Influence of Organisational Culture, The Organisational Context in the International Perspective.
Summary, Study Questions, References and Further Readings.

Part III Strategy Content

CHAPTER 5  Business-Level Strategies.
Introduction, The Parameters of Competitive Strategy,
What is the Basis of a Good Strategy?, Positioning and Generic Strategies,
The Industry Life Cycle and Competitive Dynamics, Resources, Capabilities, and Competencies,
Business-Level Strategy in the International Perspective, Summary.
Study Questions, References and Further Readings.
CASE STUDY 3  The Implementation Process of a Revenue Management Strategy in Britco Hotels  
Introduction .................................................. 253  
Strategic Content .............................................. 254  
Environmental Context ....................................... 256  
Internal Context ............................................... 258  
Implementation Process of the YMP Project ............. 261  
Outcomes of the YMP: ......................................... 269  
Summary .......................................................... 271  
Discussion Questions .......................................... 272  
References ...................................................... 272  

CASE STUDY 4  Global Hotels and Resorts: Building Long-Term Customer Relationships  
The Early Years of Global Hotels and Resorts .................. 277  
Developing Relationships with Business Travelers ............. 278  
The Global Hotel Industry in the 1990s ....................... 281  
Organisational Structure from 1994 to 1998 ................... 283  
Marketing and Sales Organisation .............................. 284  
Managers in GHR ............................................... 286  
Project Rollout .................................................. 290  
Training ............................................................ 291  
Implementation Challenges ..................................... 293  
The Implementation Process between 1995 and 1997 .......... 294  
Implementation under New Ownership ......................... 296  
Outcomes of the Key Client Management Project ............... 297  
Discussion Questions .......................................... 297  
References ...................................................... 298

CASE STUDY 5  Entrepreneurship and Leadership in Hospitality: Insights and Implications for Hospitality and Tourism Education  
Introduction ...................................................... 299  
Process and Procedure ......................................... 300  
Interview Findings ............................................. 301  
Mr. Rosen on Entrepreneurship .................................. 301