

BMTP6016

Strategic Tourism, Events & Leisure Management

Strategy and Theoretical Underpinnings in
Tourism and Events Management

HOSPITALITY
AND
TOURISM
MANAGEMENT



Man Geni Addysg Uwch yng Nghymru
Where Higher Education Began in Wales



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

Register



Objectives for Today

- Discuss the concept of Strategy
- Examine theoretical underpinnings
- Reminder: Assignment 1

Recap

What did we discuss last week?

Where Are We Now?

Module:	Strategic Management
Week	Lecture Topic
1	Module Overview, Strategic Management in business operations & Assignment
2	Strategy and Theoretical Underpinnings
3	Stakeholders in Tourism, Events and Leisure
4	Internal Analysis of a Business
5	External Analysis of a Business
6	Strategy Formulation Tools
	Reading Week
7	Strategic Leadership
8-10	Political economy, Geopolitical Dynamics, and Strategies
11-13	Module Recap, Assignment Workshop, & Assignment Submission

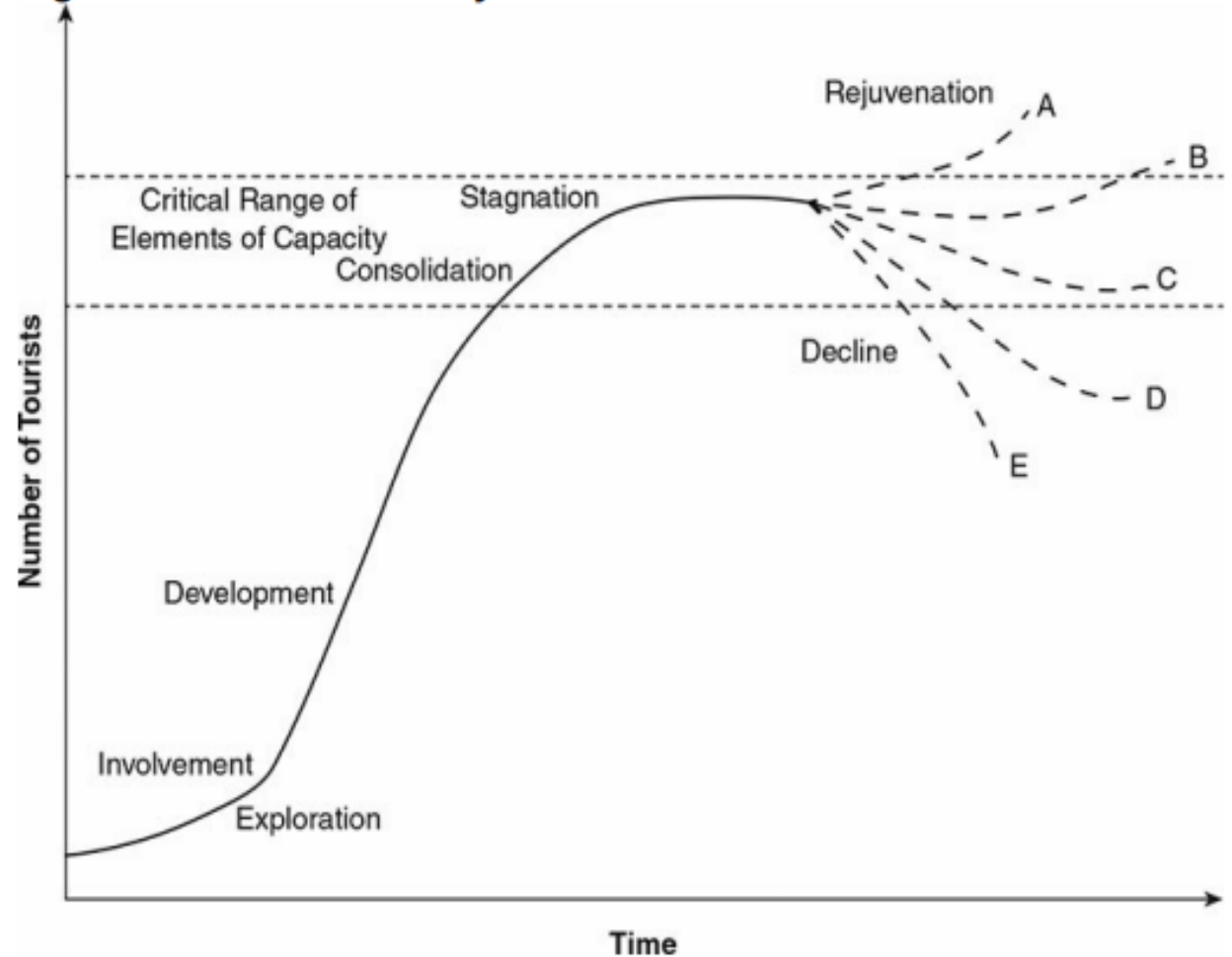
Recap Task

Based on last week's class discussion, propose two management strategies for each stage of Butler's Tourism Area Life Cycle

10 minutes

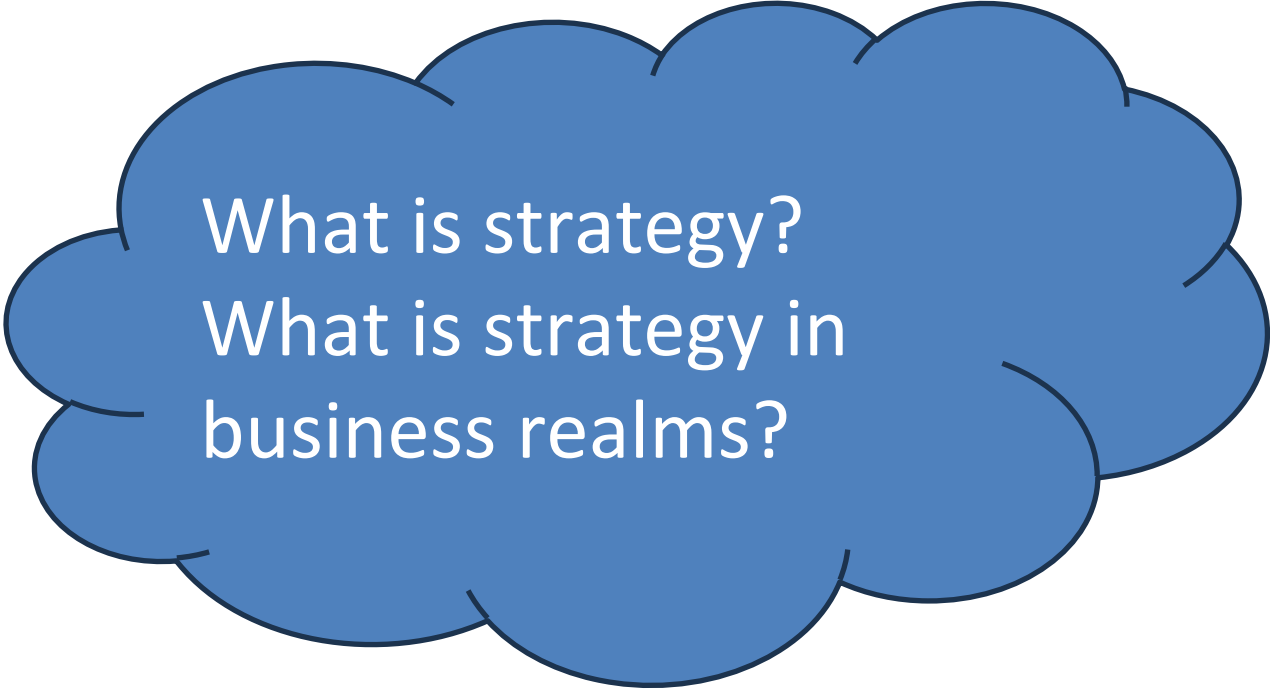
5 people in a group

Figure 1 A Tourism Area Cycle of Evolution



Group discussion

10 minutes



What is strategy?
What is strategy in
business realms?

Strategic Management

What is strategy?

- Strategy is a plan or approach designed to achieve a specific goal or objective.
- Think of it as like a roadmap that helps a person, team, or organisation decide how to get from where they are now to where they want to be in the future.

Question: If a company wants to become the top seller in their market, what might their strategy be?

Strategic Management

If a company wants to become the top seller in their market, what might their strategy be?

1. Improve Product Quality: Enhance the quality and features of existing products to make them more appealing to customers.
2. Expand Marketing Efforts: Increase marketing activities to reach more potential customers.
3. Offer Competitive Pricing: Analyse the prices of competitors and adjust pricing to be more competitive.

Strategic Management

Activity

Research the business strategies of British Airways, Emirates, American Airlines, and TUI UK (tour operator). Compare these strategies by identifying their key similarities and differences, and report your findings (30 minutes).

Strategic Management

Strategy is important to businesses such as **British Airways, Emirates, American Airlines, and TUI UK** because it provides clear direction, helps them remain competitive, and supports long-term success in a highly dynamic and competitive tourism and travel industry. For example,

1. Competitive advantage

The airline and tour operating sectors are highly competitive. A clear strategy helps these businesses differentiate themselves—for example, through pricing, service quality, route networks, or brand positioning.

2. Efficient use of resources

Strategy guides decisions on how to allocate resources such as aircraft, staff, technology, and capital. This ensures costs are controlled while maintaining service standards and operational efficiency.

3. Customer satisfaction and loyalty

Well-defined strategies allow firms to design products and services that meet customer needs, such as frequent flyer programmes, holiday packages, or premium travel experiences, which help build customer loyalty etc.

Theoretical Underpinnings

A theory is a systematic set of ideas or principles used to explain, predict, and understand phenomena.

In hospitality and tourism, a theory is used to explain, predict, and understand phenomena such as:

- customer behavior,
- service quality,
- employee performance,
- or destination choice.

Theoretical Underpinnings

What are the relevance of theories in tourism and hospitality industry?

Theoretical Underpinnings

Importance of Theories

- Help researchers and practitioners make sense of *why* things happen, not just *what* happens.
- Theories guide decision-making, policy formulation, and research design.
- Theories provide structured explanations that help analyse industry challenges and help managers design better services, improve quality assurance, and enhance customer and employee experiences.

Theoretical Underpinnings

Group discussion and presentation:

Tourism group

Events group

Task: Based on your understanding of theories, identify and explain any six (6) key theories relevant to your field.

15 minutes

Theoretical Underpinnings

Examples of Theories in hospitality and tourism

1. Service Quality Theory (SERVQUAL Model)

Developed by Parasuraman et al. (1985, 1988).

SERVQUAL by Parasuraman et al. (1985, 1988) defined service quality through the gap between customers' perception and expectation of company's service quality performance

Theoretical Underpinnings

Service Quality Theory (SERVQUAL Model)

This theory explains service quality as the gap between customers' expectations and their perceptions of actual service performance.

For example, a hotel uses guest satisfaction surveys to measure reliability, responsiveness, assurance, empathy, and tangibles, then improves housekeeping and front-desk responsiveness to reduce service gaps.

Theoretical Underpinnings

Service Quality Theory (SERVQUAL Model)

Table 1 shows the five crucial dimensions that leads to model of service quality developed and concluded by Parasuraman et al (1985) and been used by other researchers.

Theoretical Underpinnings

Service Quality Theory (SERVQUAL Model)

Table 1. Definitions of SERVQUAL model's dimensions

Dimensions	Definitions
Tangible	The element that represents the appearance of the personnel, physical facilities, equipments and communication materials
Reliability	The element of service provider's abilities to perform the promised service dependably and accurately.
Responsiveness	The element of the ability of the service provider's to provide prompt service and the willingness to help customers.
Assurance	The element that represents the knowledge and courtesy of service providers and their ability to convey trust and confidence.
Empathy	The element of the ability of the service provider in providing care and attention individually to each customer.

Theoretical Underpinnings

2. Expectation Confirmation Theory (ECT)

ECT is proposed by Oliver (1977).

The ECT focuses on understanding the key psychological processes related to individual expectations and fulfillment. Specifically, it **examines the relationships between pre-consumption expectations and post-consumption experiences**, **which influence satisfaction and subsequent behavior**. As human behavior is central to all social sciences, ECT has garnered significant attention and fostered research across various academic fields.

Theoretical Underpinnings

Expectation Confirmation Theory (ECT)

This theory is widely used by marketers to explore consumer satisfaction and loyalty, its application in management to address service-related issues remains underexplored.

Theoretical Underpinnings

Expectation Confirmation Theory (ECT)

In simple terms, ECT explains customer satisfaction based on whether service performance meets or exceeds prior expectations.

For example, a tourist expects fast check-in at a hotel. When the process is quicker than expected, satisfaction and likelihood of return increase.

Theoretical Underpinnings

3. Social Exchange Theory (SET)

SET is developed by Homans (1958).

This theory suggests that relationships are maintained when perceived benefits outweigh costs.

Much of social life involves interactions between individuals or corporate actors in dyads, groups, organizations or networks that can be viewed as social exchanges.

For instance, hotel employees are more likely to provide high-quality service when they feel fairly rewarded, supported by management, and valued by the organisation.

Theoretical Underpinnings

4. Theory of Planned Behavior (TPB)

TPB explains how attitudes, social norms, and perceived control influence behavioral intentions.

TPB has been used successfully to explain and predict behavior in a multitude of behavioral domains, from physical activity to drug use, from recycling to choice of travel mode, from safer sex to consumer behavior, and from technology adoption to protection of privacy, to name but a few.

Theoretical Underpinnings

Theory of Planned Behavior (TPB)

The TPB starts with an explicit definition of the behavior of interest in terms of **its target**, **the action involved**, **the context in which it occurs**, and **the time frame**. Each of these elements can be defined at varying levels of specificity or generality.

However, once the behavior has been defined, all other constructs in the theory must correspond to the behavior in all four elements.

This is known as the principle of compatibility.

Theoretical Underpinnings

Theory of Planned Behavior (TPB)

For instance, a traveler's intention to choose an eco-friendly hotel depends on positive attitudes toward sustainability, social pressure to travel responsibly, and the perceived ease of booking such hotels.

Theoretical Underpinnings

Examples of Theories in hospitality and tourism

5. Stakeholder theory

It is developed by Freeman (1984)

Stakeholder Theory explains that an organisation's success depends on how well it manages relationships with all parties that have an interest in or are affected by its activities-not just shareholders.

We will explore stakeholders in detail next week.

Theoretical Underpinnings

Group Activity

Identify seven theories from the social sciences. For each theory, provide the author(s) and year, explain the main ideas of the theory, and demonstrate how it can be applied within the tourism, event and leisure industry.

Assignment 1

Case Study (Refer to Module Handbook)

Due Friday 11th December 2026 by 11:59pm

Refer to Module Handbook on Pages 6-11

Assignment 2

Political News Story (Refer to Module Handbook for detail)

Due Thursday 14th January 2027 by 11:59pm

Refer to Module Handbook on Pages 22-25



References

Homans, G. C. (1958). Social behavior as exchange. *American journal of sociology*, 63(6), 597-606.

Oliver, R. L. (1977). Effect of expectation and disconfirmation on postexposure product evaluations: An alternative interpretation. *Journal of applied psychology*, 62(4), 480.

Parasuraman, A., Zeithaml, V. A. & Berry L. L. (1985). A Conceptual Model of Service Quality and Its Implications for Future Research. *Journal of Marketing*, 49, 41 -50

Thank You For Joining

Next week...

Stakeholders in tourism and event

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HOSPITALITY
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