# BMTP6016 Strategic Tourism, Events &Leisure Management

Module Overview
Tourism Area Life Cycle
Assignment

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

- Welcome and Lecture schedule
- Module overview
- Tourism Area Life Cycle (TACL)
- Introduction to Strategic Management
- Assignment

# Welcome

**This term:**

**13 Weeks of lectures**

**Lectures – 9:00am-13:00pm Every Friday**

**Assignment for this module**

**Module handbook available on Moodle**

# Introduction

Which one is a lie? Why?

A) Worked in the hospitality and tourism industry for appropriately 4 years

B) Taught in three continents

C) Visited and attended a conference in Germany

D) None

# About your Lecturer…

Dr. Ernest Balutie Wavei
Email: e.wavei@uwtsd.ac.uk

# Introduce Yourself!

- Your name
- A fun fact about yourself
- What is your favourite:
  - Hobby
  - Food
  - Book or Film
- How many countries have you travelled to?
- Anxious about this course?
- What are your plans for the future, upon finishing university?

# Announcements- *Classroom Etiquette*

- Greetings and good manners
- Keep the Classroom premises clean and tidy
- Please do not engage in private conversation during class hours
- Academic and participation, & Academic Integrity (Academic Misconduct handbook)
- Be respectful to your fellow classmates, your lecturers or visiting guests
- Do not leave the room during class, except for emergencies
- Join the classroom at least 5 minutes earlier than the scheduled time
- Food and drink are discouraged during class

**What other rules can we set?**

# Course Materials and Resources

- Resources within the Module Handbook (Reading List, Guidance, Generic Assessment Criteria)

- Online Resources (Online Library)

- Additional Resources (Moodle, Physical Library)

# Classroom Resources

Pen and Paper =Essential!

Laptop = Important, but not essential!

# Aims and Learning Outcomes

AIM(S):

- To enable the student to critically evaluate the effectiveness of current Tourism, Events and Leisure Strategies, and to assess how these could be improved at governmental, corporate and sectoral levels to ensure effective future sustainable development of the industry.

- To provide the student with an opportunity to identify, discuss and analyse external and internal market forces and assess their impact on strategic decision-making processes and funding.

LEARNING OUTCOMES:

Upon the successful completion of this module, the student should be able to:

- Apply relevant strategic and economic models in order to assess the impact of political and economic conditions on current strategies.

- Analyse the impact and effectiveness of current Tourism, Events and Leisure strategies and government policies.

# Indicative Content

- The strategy process - the nature of Strategic Management, the strategic context, and the importance of effective management. Diagnosing and analysing strategic capability – using models such as Porter's Five Forces, PESTLE etc, in order to analyse the current and future market potential.
- Internal environmental analysis, resources and capabilities; the resource-based view of the firm – the analysis of the environment and current strategic issues. The situational analysis (the SWOT vs. TOWS matrices). Stakeholder profiling and analysis.
- Basic Strategic Management and Sustainability tools relevant for an internal analysis of organisations, such as Porter's Generic Strategies, Boston Consulting Group Matrix, Value Chain
- Strategy formulation; functional and business level strategies, strategic positioning, competitive advantage, generic strategies, the strategy clock. Corporate level strategies: growth, direction, Ansoff's Matrix, limited vs. substantive growth strategies (diversification, integration, mergers and acquisitions)
- Political environment, supra national forces, WTTC, WTO, EU, Brexit, Central Government strategies, Regional Government Policies, Economic Policies

# Indicative Content

- UK Government Tourism Sector Deal, Industry Strategies to address the sector skills shortage, Economic Strategies, Policies
- Tourism and Events Strategies - BTA Strategies, Visit Britain Strategies ,Visit Wales Strategies, Events Wales Strategies Industry Strategies to address the sector skills shortages and Community Initiatives
- Transport and Travel Policies and Strategies – Cross Rail, Heathrow and Bristol Airport Expansion, Blue Skies Strategies, Wales Transport Reviews
- Strategic linkages, network strategies, Destination Management Organisations, Industry Lead Bodies and Boards, ABTA, Institute of Hospitality, TTG and Tourism Alliance

# 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 |

# Tourism Area Life Cycle (TALC)

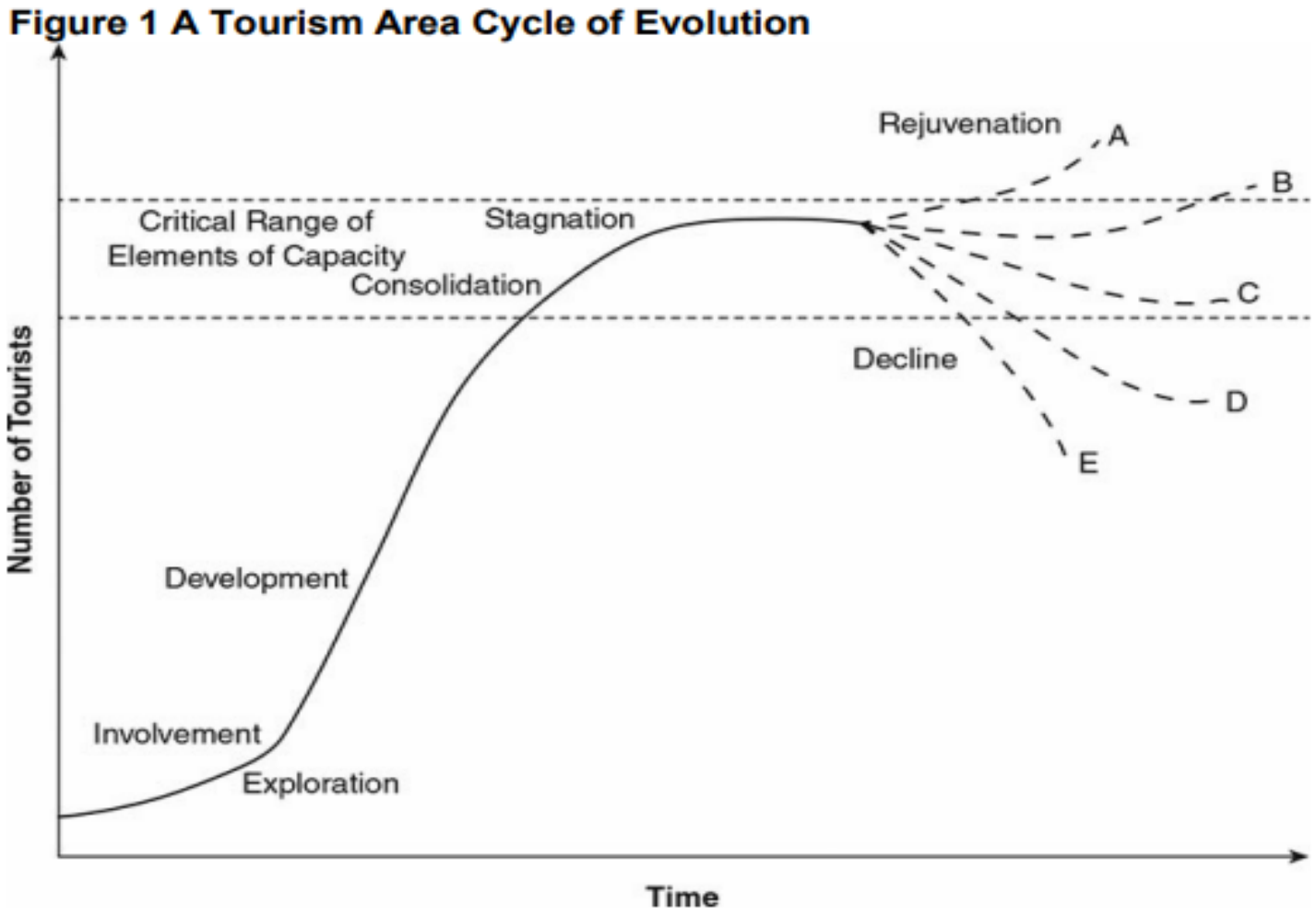
The tourist area life cycle has been in existence for over four decades since its publication and has gone on to become one of the best known theories of destination growth and change within the field of tourism studies Butler, 2025).

The model was developed primarily from the Product Life Cycle model used in business and management studies and modified to explain the process of development and change that took place in tourist destinations throughout the world.

Butler proposed that every tourist location evolves through a common set of stages: exploration, involvement, development, consolidation, stagnation, and then some variation of rejuvenation or decline (see Figure 1).

Th model has a level of significance for tourism, events and leisure studies and management.

# Introduction to Tourism Area Life Cycle (TALC)




Butler 1980

# TALC

**Exploration stage**

- Butler's model begins with a discovery and exploration stage in which a location is discovered by a small, select group of people as a place with desirable assets.
- Early tourists have very little support in the form of amenities.
- Word of mouth marketing of destination.
- Over time, as more people are introduced to the destination, the number of visitors begins to increase.

**Involvement stage**

- Eventually, as more and more tourists visit a region with regularity, residents begin to cater resources and amenities to the visitors and the location enters the involvement stage.
- Residents provide amenities for the visitors.
- Tourism economy starts to develop with new businesses created to cater specifically to the needs of visitors e.g., tour guides, hotels, restaurants, souvenir shops, campgrounds, the expansion of cultural festivals, arts and crafts markets, events, and so on.
- Greater public services support e.g., increased police presence, access to emergency health care, public transportation, and hospitality services.

# TALC

**Development stage**

- Corporations and people from outside the region supplant the local providers of services in the tourist destination.
- The resources of regional or national franchises can create multistory hotels that can render a local industry of bed-and-breakfast establishments, motels, and inns irrelevant or relegated to a very small niche market.
- Restaurant chains can draw on familiarity and national marketing plans to attract more customers.
- Visitors to the region isolate from local community and they are only peripherally involved through service employment.
- Tourists demands begin to set in potentially creating conflict between tourist and host destination.

**Consolidation stage**

- The limits of growth start to become apparent, as rate of tourists increase slows.
- Amenities provided by regional and national companies now dominate the local tourism economy, but few new amenities are developed after this point. The few remaining locally owned amenities continue to lose market share and seem out of date as they are unable to compete for clientele.
- Visitors outnumber residents, leading to tension.

# TALC

**Stagnation stage**

- Once the number of visitors stops increasing, the region will have reached its peak capacity and begins to enter the stagnation stage.
- At peak capacity, a location struggles with the ensuing lack of resources, a shortage of social services, and damage to the environment.
- Visitors either age out of the location or move on to other destinations.
- the appeal to tourists again decreases, amenities are reduced, and more businesses close or relocate elsewhere.

**Decline stage**

- As the potential for increased profits dwindle, many of the closed tourism-focused establishments undergo changes in ownership as the national and regional establishments move to more profitable locations and sell off assets at affordable prices.
- Visitors primarily as short-term tourists arriving for weekends or daytrips while they are en route to another destination.
- The tourism economy is no longer a substantive sector in the local economy.

# TALC

**Rejuvenation stage**

- If a location can reinvent itself either through human constructed attractions or by using underappreciated natural resources, it can be rejuvenated.
- Rejuvenation is not a complete return to the exploration stage; rather, it is an adjustment from the stagnation stage by targeting a new specific population—for example, gamblers or skiers. This rejuvenation can create a reemergence of a tourist economy in which investment from the state and businesses spurn new development of amenities.

- However, in most cases, competition from other locations attempting similar rejuvenation plans limits the rejuvenation to a finite life span. When one casino stimulates the development of three other casinos, none of the casinos sees the same draw of tourists the first casino did.

**NOTE:** Ultimately, in Butler's model, except in rare cases in which truly unique attractions continue to draw tourists for generations (e.g., the Grand Canyon, Niagara Falls, the Eiffel Tower, or the Great Wall) or if there are resources to constantly reinvigorate attractions (e.g., the Walt Disney theme parks, and there is the infrastructure to support those visitors), all tourism areas are destined for a finite existence.

# Group discussion

**10 minutes**

Why do organisations succeed while others fail?

# An Overview of Strategic Management

Why do some organisations succeed while others fail?

- Strategy: Organisations with a clear, well-thought-out strategy that aligns with their strengths and market opportunities are more likely to succeed.
- Management: Effective leadership and management that make informed decisions, inspire teams, and adapt to changes contribute to success.
- Market Understanding: Organisations that understand their market, customer needs, and industry trends can better meet demand and compete effectively.
- Financial Health: Strong financial management, including effective budgeting and investment, supports business growth and stability.
- Innovation and Adaptation: Organisations that innovate and adapt to changing technologies and market conditions can stay ahead of the competition.

# An Overview of Strategic Management

Why do some firms succeed while others fail?

- Customer Service: Excellent customer service and strong relationships with clients can drive repeat business and positive word-of-mouth.

- Competitive Advantage: Firms with unique strengths, such as superior products, services, or technology, can outperform competitors.

# An Overview of Strategic Management

What is the strategic management process?

- The strategic management process is a way for organisations to plan and manage their long-term goals and objectives.
- It involves a series of steps that help organisations set directions, make decisions, and achieve success.

## How can this be achieved?

1. Set Goals and Objectives

- This is what the organisation decides what it wants to achieve in the long run. These are the big goals that guide the organisation's efforts.

2. Analyse the Current Situation

- Look at where the organisation currently stands, including its strengths, weaknesses, opportunities, and threats (SWOT analysis).

3. Formulate a Strategy

- Create a plan to achieve the goals set. This involves deciding on the actions and resources needed.

# An Overview of Strategic Management

4. Implement the Strategy

❖ Put the plan into action. This involves organising resources, assigning tasks, and making sure everyone knows their roles.

5. Monitor and Evaluate

❖ Check if the strategy is working and making progress towards the goals. Adjust the plan as needed based on performance and changing conditions.

6. Adjust and Improve

❖ Make changes to the strategy if necessary. This could be based on what was learned from monitoring and evaluating.

# An Overview of Strategic Management

If the new product is not selling as expected, what would you do?

# Factors Shaping the Choice of Company Strategy (Internal)

1. Resource and Capabilities

- This includes the company's financial resources, human talent, technology, and equipment.
- A company with strong resources and capabilities can pursue more ambitious strategies.

2. Company Culture and Leadership

- The beliefs, values, and behaviours that define the company's environment can influence strategy.
- A company with a risk-taking culture may opt for innovative strategies, while a more conservative company might focus on cost-cutting or incremental improvements.

3. Strengths and Weaknesses

- A company's internal strengths and weaknesses directly impact strategic choices.
- Strategies often aim to leverage strengths and address or mitigate weaknesses.

# Factors Shaping the Choice of Company Strategy (Internal)

4. Employee Skills and Expertise

- The skills, knowledge, and expertise of the employees play a crucial role in strategy.
- If the workforce has strong technical skills, the company might focus on innovation and new product development.

5. Current Operations and Processes

- The efficiency and effectiveness of a company's existing operations and processes will shape strategic decisions.
- A company with efficient processes might choose to grow its operations, while a company with inefficient processes will likely focus on improving those processes first.

6. Organisational Structure

- A flexible structure can help a company innovate and grow quickly, while a more rigid structure is better for maintaining stability and control.

# Factors Shaping the Choice of Company Strategy (External)

1. Market Trends

- Changes in consumer preferences, market demand, and emerging trends can influence a company's strategy.
- For example, a shift towards eco-friendly products might lead a company to develop more sustainable offerings.

2. Competition

- The actions of competitors, including their strengths, weaknesses, strategies, and market positions, play a crucial role in shaping a company's strategy.
- If a competitor launches a new product, a company might respond with its own innovations or adjust its pricing strategy.

3. Economic Environment

- The overall state of the economy, including factors like inflation, downturns, or growth, affects strategic decisions.
- In a strong economy, companies might invest in expansion, while in an economic downturn, they might focus on cost-cutting or consolidation.

# Factors Shaping the Choice of Company Strategy (External)

Technological Advances

- Rapid changes in technology can create opportunities or threats. Companies must adapt to new technologies to stay competitive or risk becoming left behind (E.g. Blockbuster)
- For example, a company might adopt new digital tools to enhance its operations or engage customers online.

Political and Legal Factors

- Government policies, regulations, and political stability affect strategic choices.
- New laws or regulations, like those about environmental standards or data privacy, may force companies to change how they operate or create new products (E.g. Climate Change Act)

Environmental Factors

- Issues related to the environment, such as climate change, resource scarcity, and sustainability concerns, are increasingly influencing business strategies.
- Companies might focus on reducing their carbon footprint or sourcing sustainable materials.

# Time for a Break

# Company’s Strategic Situation

What do they need to consider before making a decision?

- Goals and Objectives: Ensure the decision aligns with the company's short-term and long-term goals.
- Market Conditions: Understand current market trends, customer preferences, and competitive landscape.
- Resources: Assess available resources, including finances, personnel, technology, and time.
- Impact: Consider the potential impact on all stakeholders (Internal and External).
- Feasibility: Determine if the decision is practical and achievable given the company's current situation.
- Ethical Implications: Consider the ethical aspects of the decision and its alignment with the company's values.
- Long-Term Consequences: Think about the long-term implications of the decision on the company's sustainability and growth.

# Why do Strategies Evolve?

- Changing Market Conditions: The market can change due to shifts in consumer preferences, new trends, or economic conditions.
- New Competitors: New competitors entering the market or existing competitors changing their tactics can force a company to adjust its strategy to stay competitive.
- Internal Changes: Changes within the company, such as new leadership, organisational restructuring, or shifts in financial resources, can also drive strategic change.
- Emerging Opportunities and Threats: As the business landscape evolves, new opportunities (like entering a new market) or threats (like a global pandemic) may emerge, prompting companies to adjust their strategies accordingly.

Why do you think some firms outperform others?

# Why do you think some organisations outperform others?

- Understanding Customer Needs: Successful organisations have a deep understanding of what their customers want and need.

- Innovation and Adaptability: Companies that consistently innovate by developing new products, services, or ways of doing business tend to stay ahead of their competitors. They are also quick to adapt to market changes, such as new trends or economic shifts.

- Strong Leadership and Vision: Companies with strong leadership often have clear goals and a sense of direction. Good leaders inspire their teams, make smart decisions, and drive the company toward long-term success.

- Skilled Workforce: A skilled and motivated workforce is critical to a company's success. Organisations that invest in their employees through training, good working conditions, and incentives often have higher productivity, better customer service, and more innovative ideas.

# Why do you think some organisations outperform others?

- Effective Marketing and Branding: Organisations that effectively communicate their value to customers through strong marketing and branding tend to attract and retain more customers.

- Building Strong Relationships: Companies that build strong relationships with customers, suppliers, and other stakeholders often have a competitive edge.

- Adapting to Technological Changes: Firms that are quick to adopt and leverage new technologies can streamline their operations, improve products and services, and enhance the customer experience, giving them an edge over competitors who are slower to innovate.

- Financial Management: Companies that manage their finances well, controlling costs, investing wisely, and maintaining good cash flow, are more resilient to economic downturns and better positioned for growth.

# Benefits of Strategic Management

- ✓ Clear Direction: Provides a clear sense of direction and purpose, helping the company focus on its goals.
- ✓ Improved Decision-Making: Enhances the quality of decisions by considering long-term goals and potential impacts.
- ✓ Competitive Advantage: Helps the company identify and leverage its strengths to gain an edge over competitors.
- ✓ Proactive Approach: It helps the company anticipate market changes and adapt proactively instead of just reacting to events.
- ✓ Resource Optimisation: Ensures that resources (time, money, and personnel) are used efficiently and effectively.
- ✓ Goal Alignment: Aligns the efforts of all employees with the company's strategic goals, improving teamwork and cooperation.
- ✓ Performance Monitoring: Provides a framework for measuring and assessing the company's progress toward its strategic objectives.

# Risks of Strategic Management

- × Uncertainty: Strategies may not work as planned due to unpredictable changes in the market, economy, or competition.
- × Resource Misallocation: Focusing on the wrong strategies can waste time, money, and other resources.
- × Resistance to Change: Employees and managers may resist new strategies, leading to internal conflict or reduced morale.
- × Overconfidence: Assuming a strategy will work without proper research or flexibility can lead to failure.
- × Short-Term Focus: Focusing too much on short-term gains can harm long-term sustainability and growth.

# ‘Formality’ in Strategic Management – What does it mean?

# What is Formality?

Formality in strategic management is the level of structure, rules, and documentation involved in the process of planning and executing a company's strategy. It's about how organised and detailed the strategy-making process is within an organisation.

Suitability of Formality in Strategic Management:

- High Formality: This approach is often good for large organisations, businesses in heavily regulated industries, or companies going through major changes or facing complicated challenges. It provides a structured way to manage complexity and ensures that all factors are carefully considered.

- Low Formality: Smaller businesses, startups, or companies in fast-changing industries might choose a less formal approach. This helps them be more flexible and quick in making decisions without getting stuck in too much red tape or paperwork.

# What is Formality?

Degree of Structure

- Formality refers to how structured the strategic management process is. In a highly formal approach, there are clear steps, written plans, detailed analyses, and documented strategies
- In contrast, a less formal approach might involve more informal discussions, fewer written documents, and a flexible process.

Written Plans and Documentation

- In a formal strategic management process, there is a strong focus on creating written documents that outline the strategic plan, goals, objectives, action steps, and performance measures.
- This helps ensure everyone in the organisation understands the strategy and knows what to do.

Rules and Procedures

- Formal strategic management usually includes clear rules and procedures for making decisions, allocating resources, and evaluating performance.
- This can include standardised templates, regular meetings, and formal reviews to assess progress.

# What is Formality?

Level of Detail

- A formal approach to strategic management involves detailed plans and analyses, including market research, competitor analysis, financial forecasts, and risk assessments.
- This helps reduce uncertainty and provides a clear roadmap for achieving strategic goals.

Involvement of Key Stakeholders

- Formality also means involving various stakeholders—such as top management, department heads, and sometimes even external consultants—in the strategic planning process.
- This ensures that different perspectives are considered, and the strategy is well-rounded.

Consistency and Accountability

- A formal strategic management process promotes consistency in decision-making and accountability among team members.
- Clear roles and responsibilities are assigned, and performance is regularly reviewed against the plan.

# Key Attributes of Strategic Management

- Goal-Oriented: Strategic management focuses on setting and achieving long-term goals. It starts by defining what the organisation wants to achieve in the future and then creating a plan to reach those goals.

- Comprehensive Planning: It involves examining all parts of the organization, including its strengths, weaknesses, opportunities, and threats. This helps in making informed decisions about the best way to move forward.

- Adaptability: The business environment can change quickly due to new competitors, shifting customer preferences, or technology advancements. Strategic management requires flexibility and the ability to adjust plans as needed to respond to these changes.

- Competitive Advantage: A main goal of strategic management is to create a competitive advantage that makes the organisation stand out from its competitors. This can be achieved through better products, lower costs, superior customer service, or a strong brand.

# Key Attributes of Strategic Management

- Resource Allocation: It involves deciding how to best use the organisation's resources, such as time, money, and people, to achieve its goals. This means prioritizing some projects or initiatives over others based on their potential impact.

- Long-Term Focus: While daily operations are important, strategic management focuses on long-term success rather than just short-term results. It involves considering future opportunities and possible risks.

- Stakeholder Involvement: It takes into account the needs and expectations of different stakeholders, like customers, employees, investors, and the community. Effective strategic management means balancing these interests to ensure the organisation's success.

- Proactive Approach: Instead of just reacting to events as they occur, strategic management involves anticipating future challenges and opportunities and preparing for them ahead of time.

# Critical Tasks of Strategic Management

Setting Objectives:

- Defining clear, specific goals that the organisation wants to achieve. These goals guide the direction of all strategic efforts.

Analysing the Environment:

- Understanding both the internal and external environments of the organisation. This includes analysing the organisation's strengths, weaknesses, opportunities, and threats.

Strategy Formulation:

- Developing a plan of action to achieve the organisation's objectives. This involves deciding which markets to enter, what products or services to offer, and how to compete effectively.

Strategy Implementation:

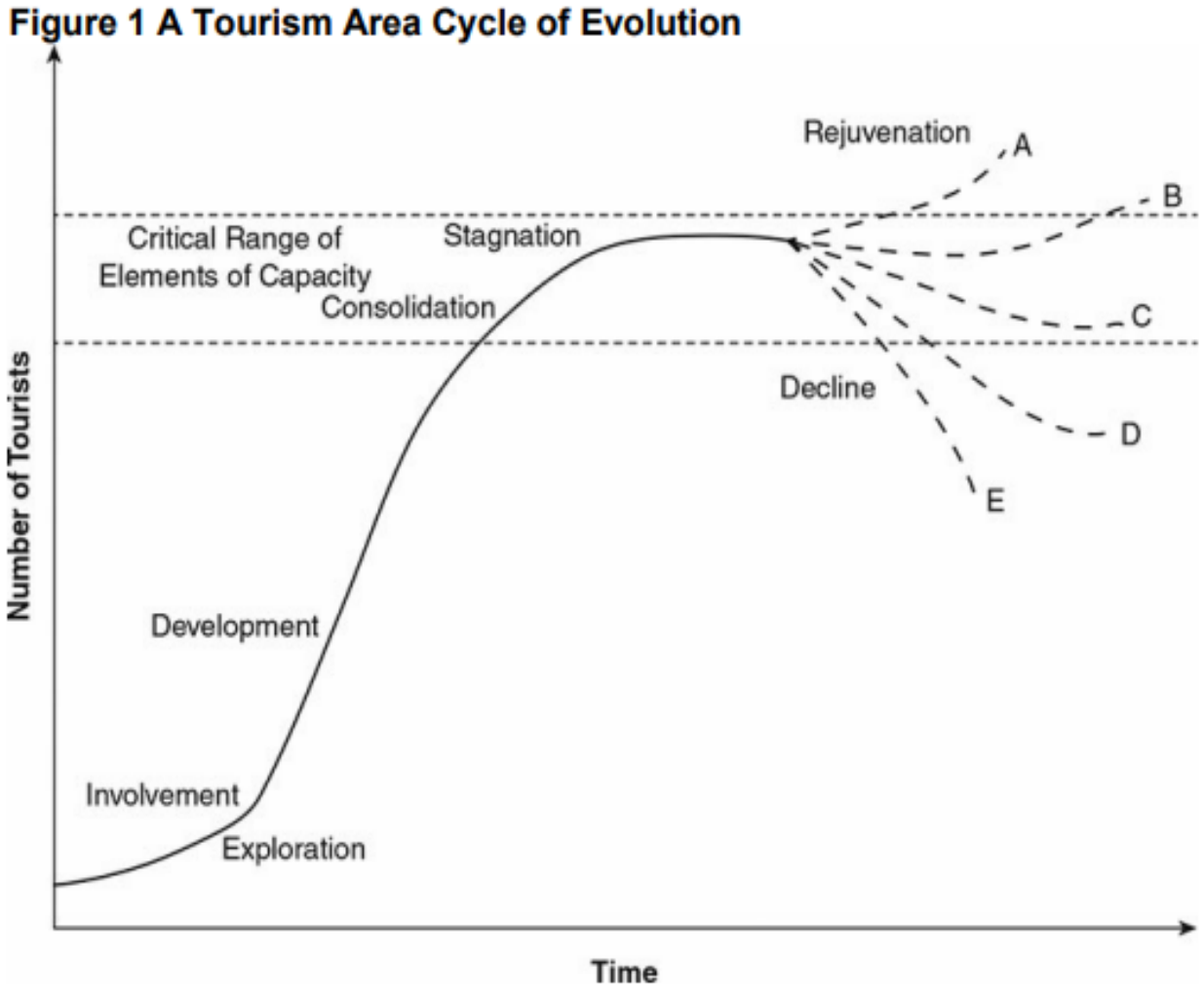
- Putting the formulated strategies into action. This includes allocating resources, assigning responsibilities, and ensuring that employees understand and are committed to the strategy.

# Group Work and Presentation

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

30 minutes

3 people in a group



# Assignment 1

**Task: Political News Story (Refer to Module Handbook)**

Due **Monday 16th March 2026 by 11:59pm**

You've been assigned the role of an investigative journalist, develop a news story either around the strategic leadership of Rugby in Wales, Westjet Airlines who are coming in to Cardiff Airport or the strategic impacts of proposed Tourism Tax in Wales / England. You are required to produce a 10-minute news story video that critically examines how leadership or political decisions and policies impact the execution and effectiveness of tourism and events activities, and also the wider effect it has on the tourism and event industry.

This assignment aims to equip you with practical investigative skills and a deeper understanding of how leadership and political dynamics impact the tourism, events, or leisure industry. Upon completion, you should be able to:

- Conduct in-depth investigative analysis of the relevant sector
- Critically examine the political factors affecting a specific sector.
- Coherently present your findings and insights in a video format.

Your work will be evaluated based on the depth of your investigation, the quality of your analysis, and your ability to present complex issues in an engaging, understandable way. Use the following structure to support your news story:

- Introduction: The introduction should effectively set the stage for the content that follows. It should capture the viewers attention, provide context, and outline the importance of your chosen strategic rail travel project.

- Main Body: In the main body, you should clearly provide an in-depth study incorporating how leadership and political decisions and policies impact the execution and effectiveness of your chosen news story project. Think about what the current status is and timeline, what impact it is having on stakeholders and the local area, and what are the challenges and potential solutions?

- Conclusion and Recommendations: In this section, you should briefly summarise the main points, reflecting on the impacts of the projects, and offering forward looking suggestions or actions. |

# Assignment 2

## Case Study – "Trumping Tourism" (Refer to Module Handbook for detail)

Due **Tuesday 12th May 2026 by 11:59pm**

The United States (USA) is preparing to host several major global events, most notably the FIFA World Cup, alongside other large-scale international sporting and cultural events. Strategic leadership is critical in the tourism and events sector due to the industry's dynamic and highly competitive nature. In this context, political leadership plays a significant role in shaping tourism policy, border control, international relations, media narratives, and perceptions of safety and welcome. These factors are particularly important when a destination hosts mega-events that depend heavily on international visitors, global media exposure, and effective stakeholder cooperation.

Using the concept of "Trumping Tourism", you are required to investigate how Donald Trump's policies, rhetoric, and leadership style may influence tourism and event-related activity in the USA. You should conduct a critical analysis of one specific tourism domain of your choice:

- Events tourism (e.g., FIFA World Cup, mega events)
- Inbound tourism (international visitors to the USA)
- Outbound tourism (US residents travelling abroad)
- Domestic tourism (internal travel within the USA)

**Task**

Based on your choice, you are required to develop a 2000-word report analysing the strategic impact of Trump's political influence on tourism and events in the USA. Your analysis should cover the following aspects:

1. Contextual Overview
   - Briefly outline the significance of your chosen tourism or event domain to the USA as a host destination.
   - Provide background on Trump's political influence and its relevance to tourism and events.
2. Strategic Impact Analysis
   - Critically analyse how Trump's leadership, policies, or public discourse may affect tourism demand, destination image, or event planning.
   - Consider impacts on:

ANY
QUESTIONS?

# Thank You
## For
# Joining

Next week…

The Concept of Strategy & Theoretical Underpinnings

**Dr Ernest Balutie Wavei**
Email: e.wavei@uwtsd.ac.uk