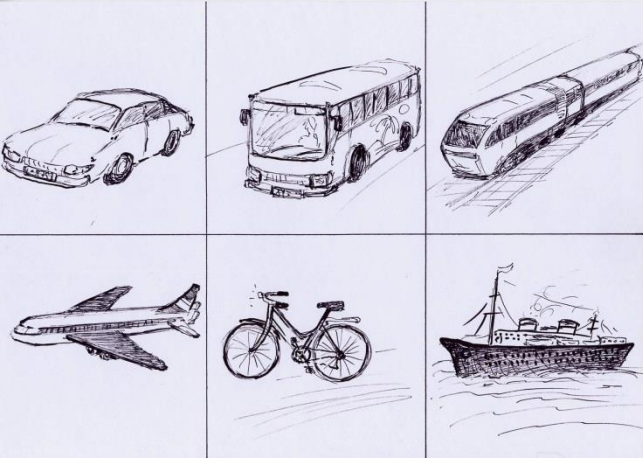


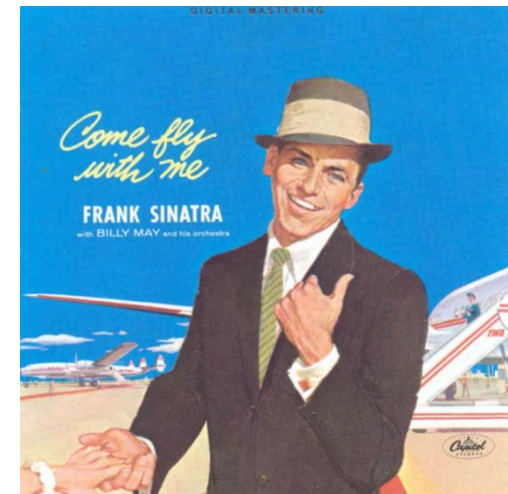


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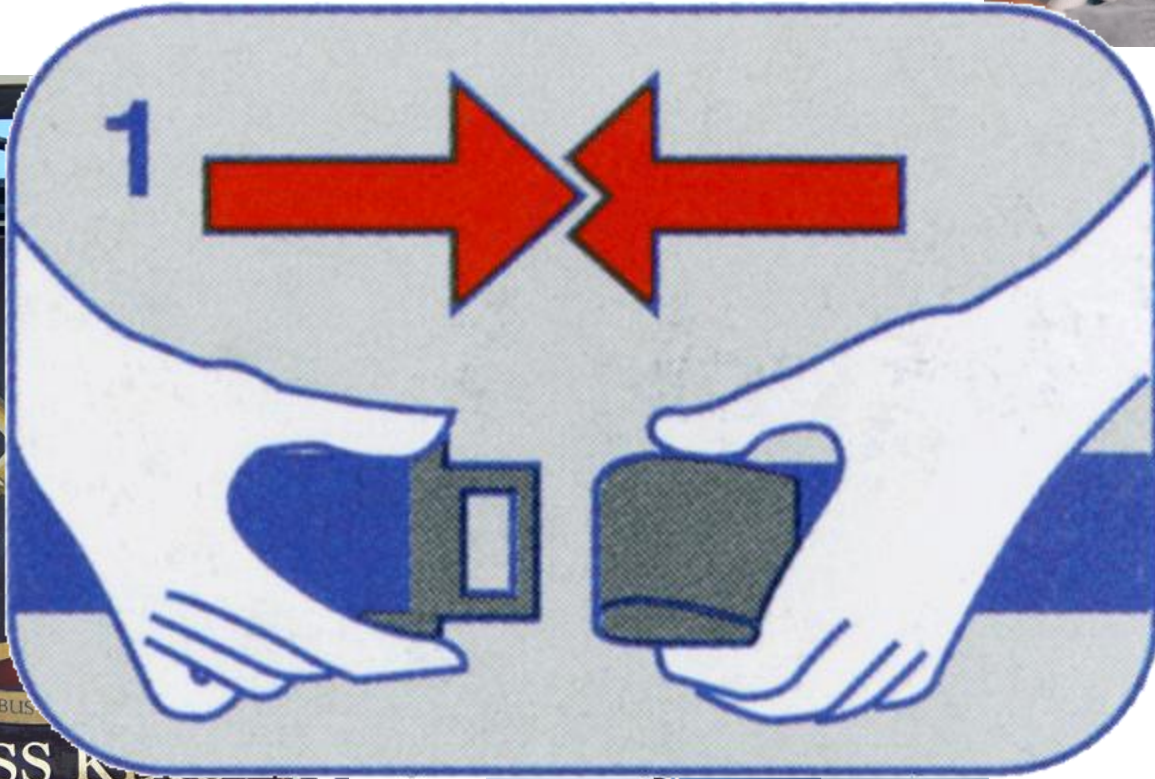
Strategic Travel and Tourism Management



Module Overview



A special welcome to STTM



Activity: Why does travel take place?

People:

- Living
- Working
- Shopping
- Visiting friends/relatives
- Holidays

Goods:

- Made in different locations
- Transported to market



Activity:

Why does **tourist** travel take place?

Reasons:

Why does **tourist** travel take place?

1. Escape
 2. Relaxation
 3. Play
 4. Strengthening family bonds
 5. Prestige
 6. Social interaction
 7. Sexual opportunity
 8. Educational opportunity
 9. Self-fulfilment
 10. Wish fulfilment
 11. Shopping
- (Matthieson & Wall, 1982 in Mason, 2016)

Or more simply (Chadwick, 1987)

- For pleasure:

Leisure/culture/sports/visiting friends & relatives

- For professional reasons:

Work related / meetings etc

- Other reasons:

Study/health/transit

Air passenger study

- Holiday independent
- Holiday inclusive
- Business
- Visiting friends & relatives
- Miscellaneous

- So Society needs transport
- How it then changes matters and affects changes in society/the economy
- It affects connectivity, how we use land, the law (e.g. speed limits on roads)

Transport fuels tourism

- As this has grown, people have travelled more
- Transport supply has created tourism demand

What's this module about?

The module will aim to provide students with an appreciation of the dynamic relationship between the need to plan effective travel and tourism development strategies at both national and international levels –

and the requirement to integrate this with compatible transportation environmental planning and sustainable development strategies

Learning Outcomes

- Systematically evaluate contemporary strategic tourism planning issues and the relationship between tourism development and the environment, whilst reviewing and evaluating management planning techniques and their role in effecting sustainable tourism development.
- Critically analyse in detail 'green' transport and tourism initiatives and assess European, UK and Welsh transport policies and their impact upon tourism.

Indicative Content

- Strategic travel and tourism management. Introduction and issues.
- Environmental issues , Tourism trends and impacts
- Planning policy and practice, Sustainable development initiatives
- Environmental impact assessment, environmental management techniques
- Approaches to tourism planning and development, Case studies of good tourism development practice, Tourism and environmental initiatives.

Indicative Content

- Links between transport and the development of Tourism from the 19th century to current times
- Evaluation of Transport Policy in the UK, Wales and EU and its implications for the tourist journey
- Road, rail, aviation, water based transportation, cycling and walking. Appropriate analysis of case studies; current/contemporary issues ie Heathrow expansion; HS2.
- The opportunities arising from the new developments in travel and transport strategies with national/international context

Indicative Content

- Transport privatisation , transport deregulation and its implications for tourism
- Green transport, sustainability and tourism opportunities, Specialist transport products for tourists
- Political influences and issues upon travel and transport provision
- Package holidays and transport, transport innovations and future markets for tourism

Topics of study

- Tourism/Transport industry operations and management
- Consumer/traveller
- Environment

Management/Economics/Transport/Geography/
Tourism/Marketing/Planning/Environmental
studies

What are the negative aspects of transport

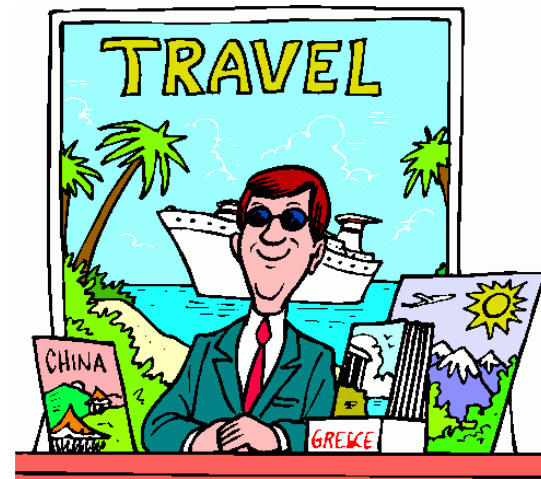
- Environmental impacts
- Safety
- Congestion

When you plan a car journey, do you take into account that in doing so you pollute the air?

= a negative impact for those living near roads
(an economic externality)

Task: Current Tourism Travel Issues

Identify 5 current travel/transport related issues in the news of relevance to this module





https://youtu.be/yG7F6nN_TFc

What's going on?



Currently?





Positive or negative?



Issues?



Where to expand?





BUILDING YOUR **NEW EAST-WEST RAILWAY**
THE ELIZABETH LINE

We're building the Elizabeth line, a new rail line for London and the South East

It will connect central London to the South East, providing a new route for commuters and businesses. The line will be built in two phases, with the first phase opening in 2018 and the second phase opening in 2020.

Connecting Paddington to the Elizabeth line in 2018

The Elizabeth line will provide a new route for commuters and businesses, connecting Paddington to the Elizabeth line in 2018.

CONNECTING PADDINGTON TO THE ELIZABETH LINE



A fleet of new trains

- A train every 21 minutes to the east and 6 minutes to the west at peak times
- Nine walk-through carriages
- Space for 1,500 people
- Air conditioning
- CCTV and live video surveillance

FROM DECEMBER 2018



email helpdesk@crossrail.co.uk call 0344 894 1300 visit www.crossrail.co.uk



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NIMBY



The Budget 29 October 2018



Challenges to the H&T Industry

- Terrorism
- Natural disasters
- Health scares
- Fluctuations in exchange rates
- Uncertain economy
- Highly dynamic, global political climate (e.g. Brexit)

Hospitality and Tourism

- A composite of distinct industries, interrelated and interdependent
 - Travel
 - Accommodation
 - Food Service
 - Clubs Gaming
 - Theme Parks
 - Attractions
 - Entertainment
 - Recreation
 - Convention
 - National Tourism Offices
 - Destination Management and Marketing Offices

Types of Hospitality & Tourism Organizations

- Travel and Transport
- Accommodation (Lodging)
- Food and Beverage
- Entertainment and Recreation
- Tourism Offices or Destination Management Organizations
- Non-governmental Tourism Organizations

Travel & Tourism Issues

- Climate change (new tech – electric cars)
- Low cost airlines (operations and mgt)
- Low cost airlines (access to market)
- New forms of travel (cruising/families)
- Carbon offsetting/ecological issues
- Transport as tourism (cycling/luxury trains)
- Car use/congestion
- Globalisation and tourism growth
- Oil prices
- Economic development
- Yield management

A1: Brexit travel & tourism impacts

- See module handbook on moodle

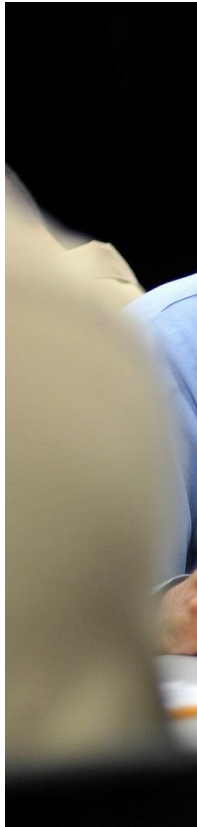
Produce a report containing an assessment of the possible impact of a no agreement decision on tourists travelling to and from the UK and Northern Ireland in the period following the UK's exit. Analyse this by selecting two of the following modes of tourism transport:

- Air
- Channel Tunnel
- Ferries
- Car (via land – Northern Ireland only)

Make strategic recommendations to politicians and transport planners as to what could be done to mitigate these possible impacts.

<https://youtu.be/7eoDwvl0QGk>

Assignment 2: The Examination



Activity:

How could you travel
from London to Paris tomorrow?

- Research and list the different methods available
- Identify: journey length /cost/ reasons why it might appeal or not
- Which method would you select and why?



?

- If you compare a rail journey that takes 6 hours with a flight that takes only 3 hours, how much cheaper would the train need to be to make you use it?

= the value of travel time savings or the trade off between price and speed

(other factors too such as comfort, business v leisure travel, income etc)

Possible relevant factors

- Time/speed
 - Cost/price
 - Comfort
 - Reliability
 - Safety
-
- Needs/wants/desires/preferences all combine

Travel for fun:

How are travel and tourism connected?

Identify the various methods which tourists can travel around the UK (aka modes of travel)

- Complete worksheet in groups of 4

UK passenger transport provision:

scheduled domestic flights

rail eg local, national, light rail, underground,
tram;

bus and coach eg national, local;

transfers eg taxis;

domestic ferries eg Isle of Wight ferries; river
bus;

other providers eg park and ride, airports,
Network Rail

What are their features/how can we
compare & contrast them?

- differing cost eg rail, coach, air
- value for money
- classes available
- facilities provided (on board, at terminals)
- accessibility
- comfort
- convenience

In which sectors do transport providers operate?

- Public
- Private
- Not for profit

Who plans transport/travel?

- National Government
- Economic/political blocs (e.g. EU)
- International bodies (IMO)
- Domestic bodies (regulators e.g. CAA, ORR)
- Regional government (e.g. Welsh)
- Councils

Why do governments need to plan transport?

- Resources are scarce:
 - road capacity
 - cars
 - land
 - number of aircraft/runway capacity
 - need for clean air
- Planning = for good of society overall

How does government raise money from transport?

- It's taxed
- Fuel levy (50-70% of price of fuel)
- Air Passenger Duty
- Watch Budget on 29 October

What are industry regulators for?

- maintaining health and safety
- ensuring compliance with law
- improving transport
- infrastructure
- improving service levels
- preventing market failure
- protecting the public?

Identify some transport public & regulatory bodies

- Department for Transport /Welsh Government
- Traffic Commissioners (e.g. Transport for London, local authorities)
- Sector bodies eg Civil Aviation authority (CAA), Office of Rail Regulation (ORR)
- other bodies eg passenger groups, air traffic control

Identify some of the current passenger transport developments in the UK

- toll roads
- congestion charging
- high-speed rail 2
- Crossrail and Crossrail 2
- Government review of railways
- developments in aircraft technology,
- new airports and airport expansion
- new motorways and motorway widening schemes – Newport debate
- Any others?

Undertake a PEST analysis to identify what influences these

- political eg EU directives
- government subsidy for transport
- legal eg disability discrimination
- environmental eg carbon emissions
- social eg personal mobility, changing needs and expectations, public tastes
- economic eg fuel prices, taxes (APD)

What are the relationships between UK transport networks and the travel and tourism sector?

- *UK passenger transport networks:*
air; rail; bus; coach; river bus; ferry
- joint ownership
- agency agreements eg commission levels
- Co-operation eg contracting, sales & promotion

Identify the main components of the tourism industry

- accommodation providers
- tour operators
- travel agents
- Tourist attractions
- other transport providers
- Tourism destinations

How does transport/travel affect the popularity and appeal of UK tourism destinations?

Provision:

- modes of transport available
- levels of service eg frequency, speed, reliability, class;
- Geographical coverage;
- costs;
- channels of distribution eg booking methods;
- infrastructure eg rail stations, bus stations, airports, ports; integrated public transport

How does transport/travel affect the popularity and appeal of UK tourism destinations?

Popularity and appeal:

- types of visitors eg domestic, inbound, older people;
- duration of stay;
- spending;
- activity participation

What are the various types of UK tourist destinations?

- capital cities
- coastal resorts
- cultural or historical towns and cities

How do destination transport strategies differ according to location, types of tourists attracted and tourism products and services available?

What is the definition of a 'transport hub'?

What is the role of transport provision in the success of events? Give examples

Class seminar preparation – topical tourism transport

Work together in your hubs to generate research material to help with assignment 1.

Seminar topics

- Your group will be allocated a topic to prepare a poster briefing to the class on a set date.
- Each will deliver a 60 minute seminar:
 - Introduction to the topic
 - relevant news & journal articles/publications
 - Exercise/visit/trip to illustrate key issues

Primary research

- You will be help organise a series of ‘at large’ classes to destinations where we will visit to discuss a relevant theme from the module’s syllabus
- London trip in early November
- The Heart of Wales Line – our best kept secret?
- Cardiff Airport: the way forward
- Fishguard ferry port – an effective hub?
- Any other relevant location
- These should cover the main methods of travel and provide insight into an issue or a problem

<https://youtu.be/xUrl0HsWLOE?list=PLZbXA4IyCtqouVZIMxO4XaiXMChH2EU>
nW



Why plan?

To seek optimal solutions to perceived problems designed to increase, and hopefully maximise, development benefits to produce predictable outcomes

“An ordered sequence of operations and actions that are designed to realise one single goal or a set of interrelated goals” (Williams, 1998:26)

Planning and policy in LET

- Tourism = leisure time activity
- Public and private sectors are responsible for effective planning
- Physical/economic/environmental/social/business and political concerns = complex
- Conflicting goals at times = conflict
- So policy needs to be planned

Questions

- Who is managing?
- What is being managed?
- How is it being managed?
- Where is it happening?
- When is it happening?

Key stakeholders

- The tourists themselves
- The local/host population
- The tourism industry
- Government agencies
(international/national/regional/local)
- Charities/pressure groups (NGOs)
- The Media

Task: Consider their different needs/wants from a tourism plan

Activity:

Tourism Action Plan

- Develop the components of a tourism action plan for a local community/area of your choice

What is strategic management?

- Strategic management is a field of study that includes a process through which an organisation is able to set its mission, vision, goals, and objectives as well as craft and execute strategies at various levels of its hierarchy in order to create and sustain competitive advantage.

So planning.....

- Is a process
- It anticipates and orders change
- It looks forward
- It seeks the optimal solutions
- It tries to increase/maximise the possible benefits of any development
- Tries to produce predictable outcomes

What is strategy?

- Strategy entails futuristic thinking and developing a course of action to meet goals and objectives
- A strategy should be able to define and address the following:
 - Our current position (where are we now?)
 - Our intended future position (where do we want to go?)
 - Our growth from the current position to the future position (how do we get there?)

THE STRATEGIC MANAGEMENT FRAMEWORK



Areas Where Strategic Management Can Help H&T Organisations

- Providing a holistic view for the entire organisation
- Providing a sharper focus on what is strategically important
- Providing a link between the external and the internal environments
- Analysing a complex and rapidly changing external environment
- Analysing an organisation's strategic resources
- Giving a clear sense of strategic vision and direction
- Defining organisational purposes
- Developing measurable goals and objectives

Areas Where Strategic Management Can Help H&T Organisations

- Identifying key resources and investing in core competencies
- Formulating decisions and making them happen
- Managing change
- Co-ordinating organisational activities and allocating resources
- Understanding the complexities of decision making
- Understanding organisational structure and culture
- Reducing and managing uncertainty inside the organisation
- Measuring intended and unintended outcomes of the strategy process

Applying Strategic Management in the H&T Context

- We must know generic strategic management theories and models
- However, we also need to know that the industry and organisational context is critical

Next time

History and context of tourism and travel

The need for planning

Hub allocations

