



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

200
1822 - 2022

Welcome to Strategic Tourism, Events and Leisure Management (BMTP6016)

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

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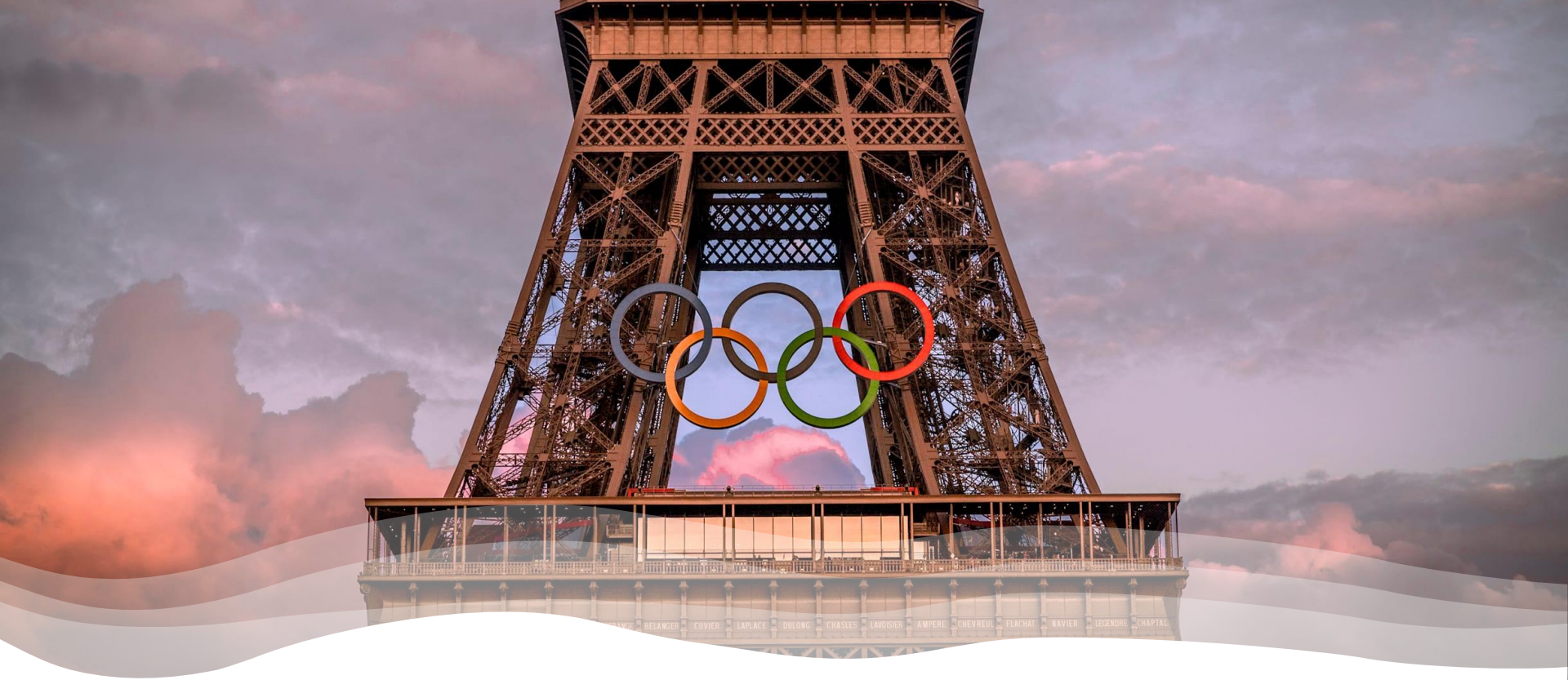


Last week:

- Understand internal environmental analysis in tourism organisations.
- Explore resources and capabilities and how they contribute to competitive advantage.
- Apply the resource-based view (RBV) of the firm to tourism businesses.
- Distinguish between SWOT and TOWS matrices and apply them to situational analysis.

Session Aims:

1. Identify and categorise different types of stakeholders in tourism projects.
2. Conduct a stakeholder analysis specific to tourism using various tools and frameworks.
3. Develop strategies for engaging and managing stakeholders in tourism.
4. Understand the role of stakeholder management in the success of tourism projects and initiatives.



Who were the key stakeholders for the Paris Olympics?

Introduction to Stakeholders in Tourism

Paris Olympics Key Stakeholders

The key stakeholders for the Paris 2024 Olympics include:

International Olympic Committee (IOC) - Oversees the entire Olympic Games.

Paris Organising Committee - Responsible for planning and executing the event.

French Government and Local Authorities - Provide infrastructure, security, and logistical support.

Athletes and Teams - Compete in the various events.

Sponsors and Partners - Financially support the event, such as major brands.

Media Organisations - Broadcast the event worldwide.

Volunteers - Help with the smooth running of the event.

Tourists and Spectators - Attend the games and related events.

Stakeholders in Tourism/Events

Stakeholders are the people, groups, or organisations that are affected by or have an interest in the planning, running, and outcome of an event or tourism activity.

They can include:

- Event organisers: Plan and manage the event.
- Tourists or attendees: People who visit or participate.
- Local businesses: Hotels, restaurants, and shops that benefit from visitors.
- Government authorities: Provide permits, infrastructure, and security.
- Community members: Live in the area and can be affected by tourism or events.
- Sponsors and partners: Companies that financially support the event.
- Volunteers: Help run the event.
- Media: Cover and promote the event.

Internal vs. External Stakeholders

Can we remember the difference?

Internal stakeholders are people within an organisation who are directly involved in its operations and success.

Examples include:

- Employees: Work for the organisation.
- Managers: Oversee operations and decision-making.
- Owners: Invested in the organisation and benefit from its success.



Internal vs. External Stakeholders

External stakeholders are people or groups outside the organisation who are affected by or have an interest in its activities.

Examples include:

- Customers or clients: Use the organisation's products or services.
- Suppliers: Provide goods or services to the organisation.
- Government agencies: Regulate and influence the organisation through laws and policies.
- Community members: May benefit or be impacted by the organisation's activities.



Primary vs. Secondary Stakeholders



Primary stakeholders are individuals or groups directly involved in or affected by a project's actions. They have a direct interest in its success or failure.

Examples include:

Employees: They depend on the organisation for jobs and income.

Customers: They rely on the products or services provided.

Investors: Their financial success is tied to the organisation's performance.



Secondary stakeholders are people or groups who are not directly involved but are still affected by the outcomes. They have an indirect interest. **Examples include:**

Media: They report on the organisation's activities and influence public perception.

Communities: They may benefit from or be impacted by the organisation's actions, like environmental or social effects.

Advocacy groups: They may have concerns or support for what the organisation does

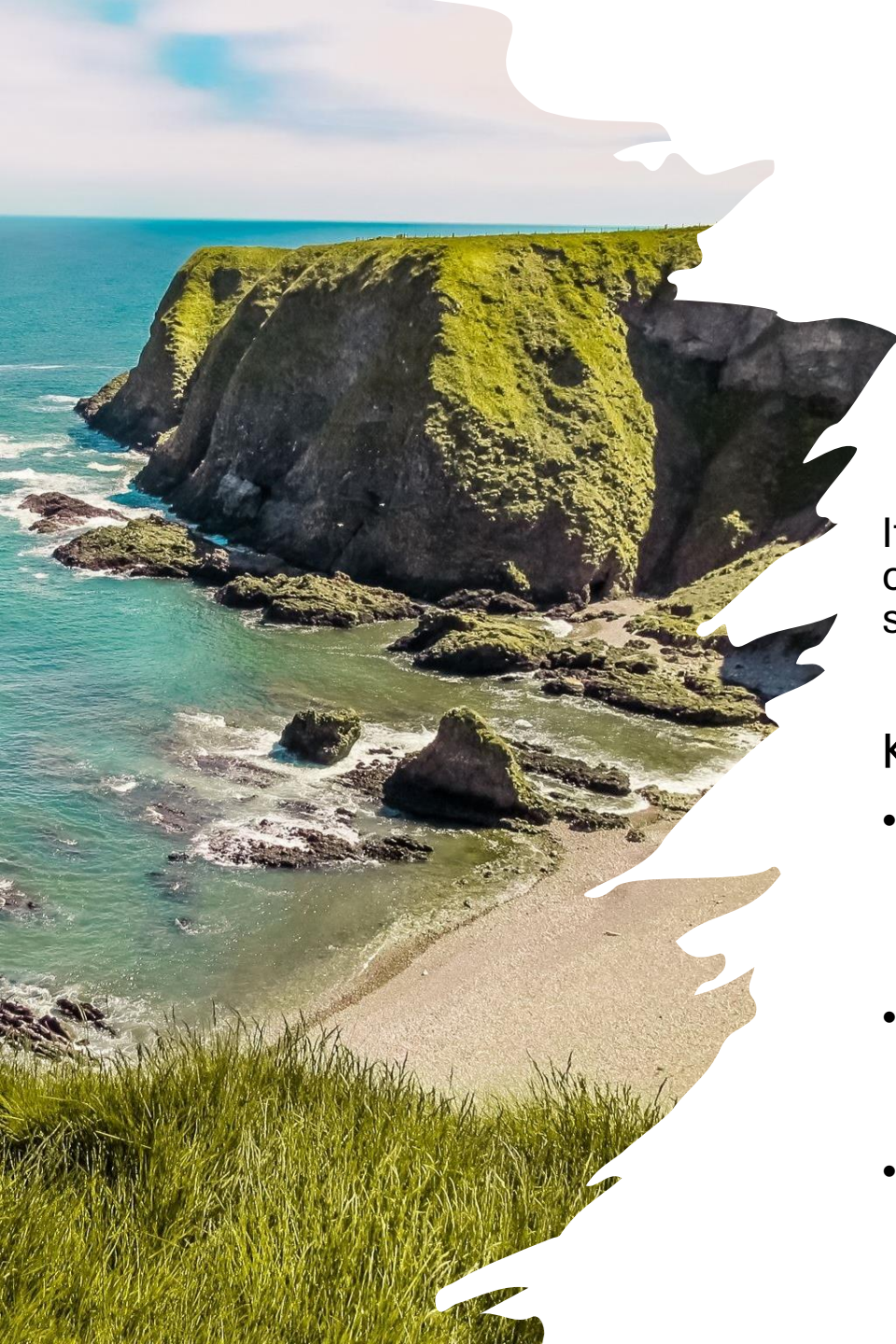
Scenario

You have been tasked with establishing a new tourist attraction or creating an event (up to yourself), provide a list of key stakeholders required for its creation and categorise them into Internal or external and primary or secondary.

Internal = inside the organisation; External = outside.

Primary = directly affected; Secondary = indirectly affected.





Importance of Stakeholder Analysis in Tourism

Pembrokeshire Coast National Park

It is the only national park in the UK that is coastal, renowned for its stunning cliffs, sandy beaches, and rich biodiversity.

Key Features

- **Diverse Landscapes:** The park has rugged coastlines, rolling hills, and beautiful beaches, offering stunning views and many walking trails.
- **Wildlife:** It hosts various species, including seabirds and marine life, and is a Special Area of Conservation.
- **Recreational Activities:** Popular activities include hiking, surfing, kayaking, and wildlife watching.

Importance of Stakeholder Analysis in Tourism

Pembrokeshire Coast National Park – Stakeholder Management

Successes:

- **Community Engagement:** The Pembrokeshire Coast National Park Authority involves local communities in decision-making, ensuring their voices are heard.
- **Sustainable Tourism:** Initiatives promote sustainable tourism, balancing visitor access with environmental protection, benefiting the local economy and conservation.

Challenges:

- **Overtourism:** The park sees high visitor numbers during peak seasons, raising concerns about environmental damage and strain on local infrastructure.
- **Balancing Interests:** Conflicts can occur between conservation goals and local businesses that rely on tourism, requiring careful negotiation and compromise.

Importance of Stakeholder Analysis in Tourism

What is the impact of effective vs. poor
stakeholder management in tourism/events?

10 minutes

The Impact of Effective vs. Poor Stakeholder Management

Effective Stakeholder Management

Effective stakeholder management will lead to positive outcomes, such as:

- Better communication: Everyone is informed and aligned, which reduces confusion.
- Increased support: Stakeholders, like local communities or sponsors, are more likely to cooperate and promote the event.
- Improved reputation: When stakeholders feel valued, the event or project earns trust and credibility.
- Successful event outcomes: Smooth coordination leads to well-executed events, higher attendance, and satisfied participants.



The Impact of Effective vs. Poor Stakeholder Management

Poor stakeholder management, on the other hand, can cause negative results, such as:

- Confusion and conflict: Lack of clear communication leads to misunderstandings, disagreements, and delays.
- Loss of support: Important groups, like local authorities or sponsors, might withdraw, leading to funding issues or logistical problems.
- Damage to reputation: Neglecting stakeholder needs can hurt the event's or organisation's image.
- Event failure: The event may face logistical issues, low turnout, or public backlash.



Stakeholder Profiling



1. Interest-Influence Grids

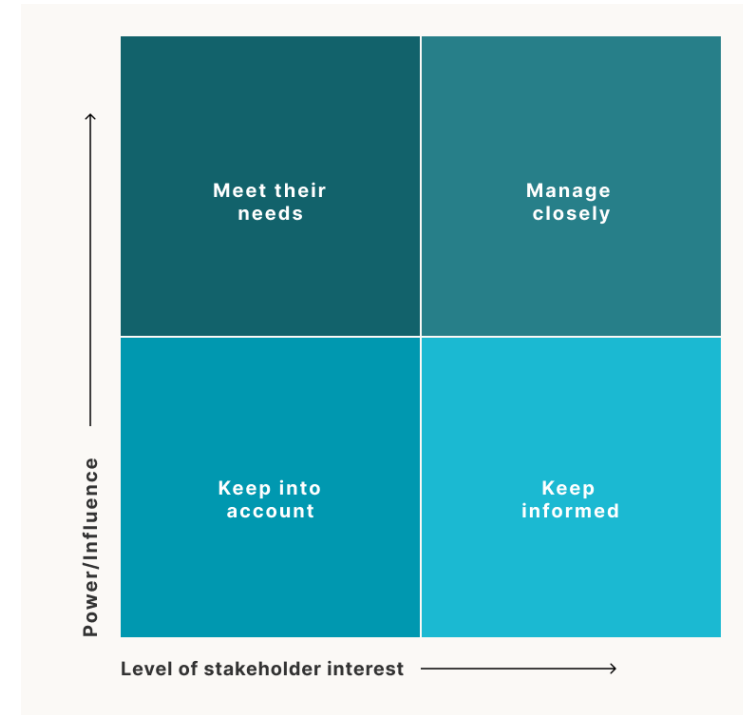


Stakeholder Profiling Techniques for Tourism

Interest-Influence Grids

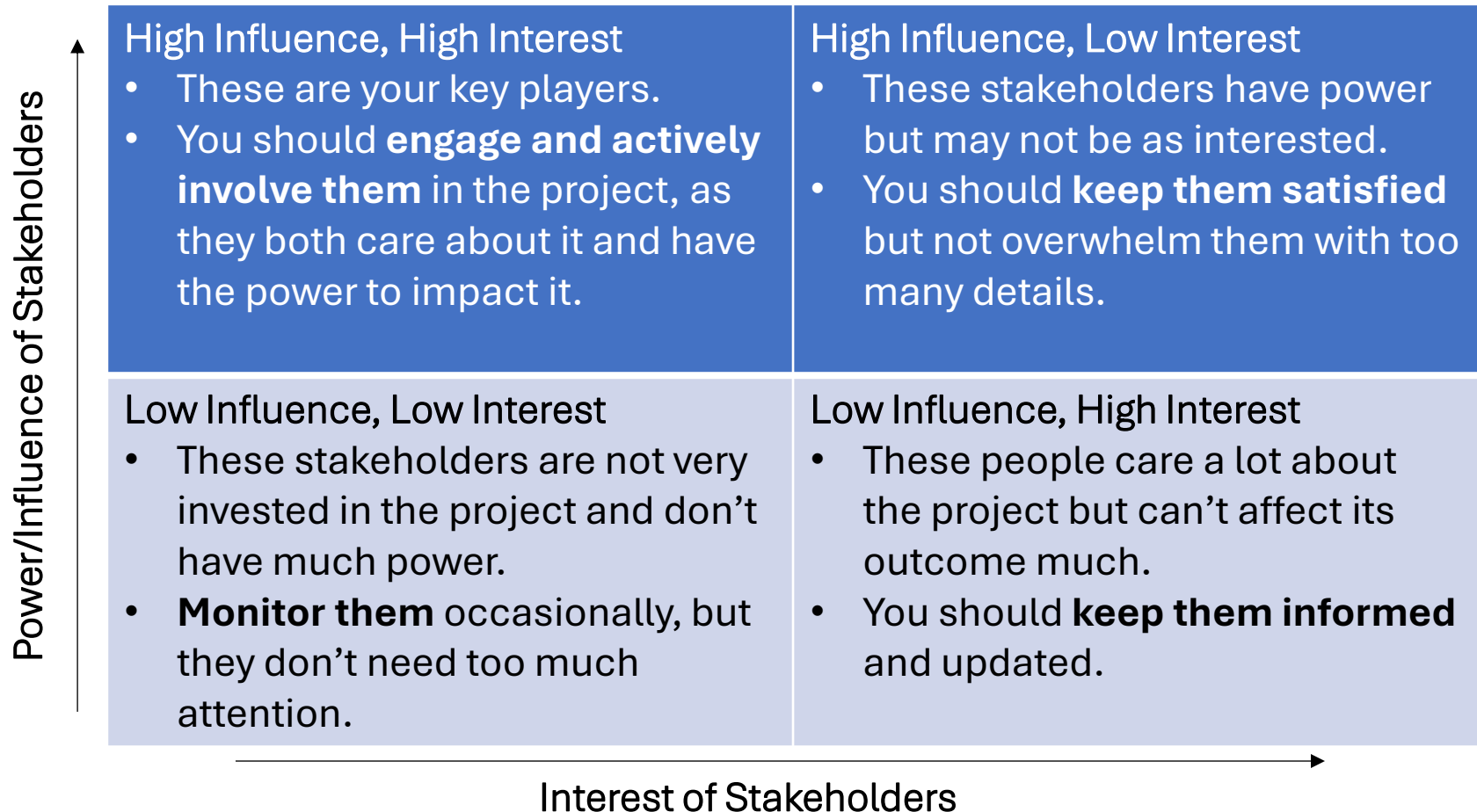
An Interest-Influence Grid is a tool for stakeholder management that helps prioritise stakeholders based on their interest in a project and their ability to influence its outcome.

1. Interest: This measures how invested a stakeholder is in the project. Are they deeply interested, or is it only slightly relevant to them?
2. Power/ Influence: This is about the stakeholder's power. Can they change or affect decisions, or do they have little control over what happens?



Stakeholder Profiling Techniques for Tourism

Interest-Influence Grid:



2. Power-Impact Matrices

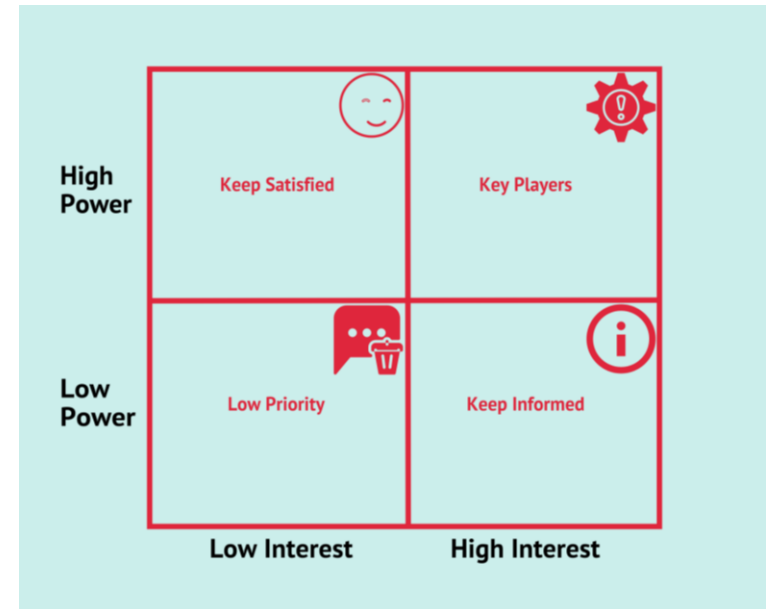


Stakeholder Profiling Techniques for Tourism

Power-Impact Matrices

A Power-Impact Matrix is a tool in stakeholder management that helps identify which stakeholders to focus on based on their power to influence the project and their potential impact on its success.

1. **Power:** This refers to how much authority or control a stakeholder has over the project. Can they make decisions or influence key outcomes?
2. **Impact:** This is about how much the project affects the stakeholder. Does the outcome of the project significantly matter to them?



Stakeholder Profiling Techniques for Tourism

Power-Impact Matrices

High Power, High Impact

- These are key stakeholders.
- You should manage them closely. Keep them highly engaged and informed because they both care about the project and can influence its success.

High Power, Low Impact

- These stakeholders have influence but might not be as affected by the project's results.
- You should keep them satisfied without overwhelming them with details, as their power could still affect the project.

Low Power, Low Impact

- These stakeholders have minimal power and are not significantly impacted by the project.
- Monitor them as needed, but they don't require much attention or resources.

Low Power, High Impact

- These people are highly impacted by the project but have less ability to influence it.
- You should keep them informed regularly because the project matters to them, even if they don't have much control over it.

How do these tools work within a Music Festival?

Step 1: Identify Stakeholders

Here are some stakeholders for a music festival:

1. Local Government
2. Event Sponsors
3. Local Businesses (restaurants, hotels)
4. Festival Attendees
5. Local Residents
6. Media



How do these tools work within a Music Festival?

Step 2: Assess Power and Impact (Or influence – interest)

1. Local Government: High Power, High Impact
2. Event Sponsors: High Power, Medium Impact
3. Local Businesses: Medium Power, High Impact
4. Festival Attendees: Low Power, High Impact
5. Local Residents: Medium Power, High Impact
6. Media: High Power, Low Impact

Step 3: Create the Matrix (See previous example)

Step 4: Develop Strategies (e.g...)

- Local Government: How can we utilise their high power?
- Local Business: How can we best collaborate with businesses so they get the full benefit of the event?

Stakeholder Profiling

Task

Select an organisation (this could be the organisation you have chosen for Assessment One) and complete a Power-Impact Matrices.

Please follow the steps provided:

1. Identify Stakeholders
2. Assess Power and Impact
3. Create the Matrix
4. Develop Strategies for managing each of the stakeholders you identify



Strategies for managing different types of stakeholders in tourism

Example 1: Engaging Local Communities

Engaging local communities in tourism projects is crucial for sustainable and successful outcomes.

Involve Them Early:

- Involve local communities from the planning stage to foster ownership. This builds trust and ensures their needs and concerns are addressed.

Hold Community Meetings:

- Hold regular open meetings for locals to share their views, ask questions, and stay informed about the project. Ensure their input is valued.



Strategies for managing different types of stakeholders in tourism

Example 1: Engaging Local Communities

Create Economic Benefits:

- Ensure tourism projects provide economic benefits to locals, such as jobs, support for local businesses, and training programs. This increases community support for the project.

Use Transparent Communication:

- Be honest and clear about project goals, timelines, and impacts. Transparency helps reduce distrust or misunderstandings.

Work with Local Leaders:

- Partner with community leaders or local organisations to connect the project team with the wider community. They can help communicate and address any potential issues.

Strategies for managing different types of stakeholders in tourism

Example 2: Managing tourist expectations

Managing tourist expectations is key to ensuring a positive experience and reducing potential conflicts in tourism.

- **Clear Communication Before Arrival:** Give tourists accurate information about the destination, attractions, and cultural norms before they arrive. This sets realistic expectations and prevents disappointments.
- **Offer Transparent Pricing:** Clearly outline all costs, from accommodations to activities, to avoid unexpected expenses. This builds trust and reduces frustration.
- **Highlight Local Culture and Etiquette:** Educate tourists on local customs and acceptable behaviour to ensure respectful interactions with locals.

Strategies for managing different types of stakeholders in tourism

Example 2: Managing tourist expectations

- Deliver What's Promised: Ensure services and experiences meet promotional claims. Over-promising can lead to tourist dissatisfaction.
- Provide Customer Support: Set up support systems like help desks or hotlines to assist tourists with questions or concerns during their stay.
- Ask for Feedback: Encourage tourists to share their experiences. This helps improve future offerings and shows you value their satisfaction.



An abstract 3D visualization featuring a large, curved, grey structure resembling a dome or a large bowl. The interior of this structure is filled with a complex arrangement of red and teal rectangular blocks of varying heights, some of which are connected by thin lines. The overall scene is set against a dark, textured background, giving it a high-tech, data-driven appearance.

Advanced Stakeholder Analysis Techniques

The Salience Model (Power, Legitimacy, and
Urgency)

The Salience Model (Power, Legitimacy, and Urgency)



Power: This is the ability of a stakeholder to influence decisions affecting the organisation or project. The more power they have, the more attention they need.

Example: A government official who can approve or deny permits for a tourism event.



Legitimacy: This refers to whether a stakeholder has a valid interest in the project or organisation. If their involvement is seen as rightful, they have legitimacy.

Example: Local community members directly affected by tourism development in their area.

The Salience Model (Power, Legitimacy, and Urgency)

3. Urgency:

- This refers to how quickly a stakeholder needs their concerns addressed.
- Urgent issues require immediate attention.

Example: A tour operator needing quick decisions on logistics for a smooth event.



The Salience Model (Power, Legitimacy, and Urgency)

Combining These Factors:

High Power + High Legitimacy + High Urgency:

These stakeholders are the most important and need the most attention.

Example: major sponsors or key government agencies

Low Power + Low Legitimacy + Low Urgency:

These stakeholders might not need as much focus.

Example: Distant Suppliers

Mix of Power, Legitimacy, and Urgency:

Some stakeholders might have high power but low urgency, or high urgency but low power, so their level of attention will vary.

The Salience Model (Power, Legitimacy, and Urgency)

Based on the stakeholders you identified for the Power-Impact Matrices, where do they fit in The Salience Model?

- High Power + High Legitimacy + High Urgency: These stakeholders are the most important and need the most attention.
- Low Power + Low Legitimacy + Low Urgency: These stakeholders might not need as much focus.
- Mix of Power, Legitimacy, and Urgency: Some stakeholders might have high power but low urgency, or high urgency but low power, so their level of attention will vary.

Advanced Stakeholder Analysis Techniques

How do these methods enhance stakeholder management in the tourism and events industry?

How do these methods enhance basic stakeholder management in the tourism and events industry?

Better Understanding:

- You learn what different people care about and what they want.

Clear Communication:

- You can talk to stakeholders in a way that makes sense to them, keeping everyone in the loop.

Focus on Important People:

- You can see who really matters to your project and prioritise your efforts on them.

Spotting Problems Early:

- By knowing different viewpoints, you can find and fix issues before they become big problems.

How do these methods enhance basic stakeholder management in the tourism and events industry?

Building Trust:

- Engaging stakeholders helps create stronger relationships and encourages collaboration.

Gaining Support:

- When people feel involved, they are more likely to support your project.

Easier Execution:

- With everyone on board and informed, your project is likely to run more smoothly.

Summary and Reflection

- We Identified and categorised different types of stakeholders in tourism projects.
- We conducted a stakeholder analysis specific to tourism using various tools and frameworks (Interest Influence Grids, Power-Impact Matrices and the Salience Model).
- Develop strategies for engaging and managing stakeholders in tourism.
- Understand the role of stakeholder management in the success of tourism projects and initiatives.







Strategy Formulation Tools

Thank you for your time!

If you have any questions, please
contact me via Teams or email
(scott.james@uwtsd.ac.uk).

See you next week!