

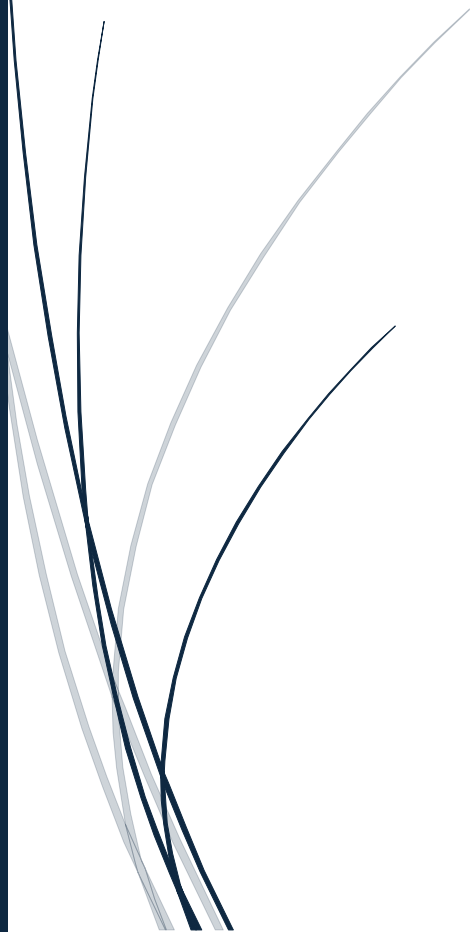
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Roundtable Discussion Notes

Managing Tourism, Leisure and Events
Organisations

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761 words

I confirm that I have not used any AI tools in the research and creation of this assignment. I confirm that I have not presented any AI generated materials as my own work. I confirm I have copies of my drafts, notes, and other resources I used, which I may be asked to provide in evidence.

Change and management responses

According to Elliot *et al.* (2026) Visit Cornwall recognised a decrease in visitors by 12% in 2024, slightly recovering in 2025 but stability isn't certain in 2026 as guests have not been booking ahead as they used to. The increase in costs has caused this change (business rates, tax, tourist tax, F&B: decrease in tourism). This could be seen as the "storming" stage because conflict appeared in the Visit Cornwall team due to this issue which was not resolved (Tuckman, 1965). Stakeholders such as Cornwall council, Visit Cornwall and many local businesses have been affected because of the tourism decline.

Georgel (2025) Suggests that the sector needs new leadership, investment and a clear strategy for tourism in Cornwall to recover and grow. This could be handled by public and private sectors working together to adapt to this change. Cornwall Council is working together with visitor economy representatives to explore the option of a new Destination Management Organisation (Cornwall Council, 2025). This could potentially improve their "overpriced" reputation and increase positive marketing if they make strategic decisions to improve the change and show leadership.

There is currently an insignificant amount of public information regarding how HR, marketing and operations are involved in the change process but there are statistics of how stakeholders and the government are working together to combat it. Suggested by England (2026), a government spokesperson is taking action for the cost of living in Cornwall by capping corporation tax at 25% and limiting rising bills to support the hospitality sector. Local businesses like hotels and restaurants are also offering discounts for customers during this time, doing anything to try to combat the decline in visitors (Elliot, *et al.*, 2026). Suggested by Kotter's 8 step change model, Cornwall could be in its 3rd stage of change where the council and stakeholders are already working

together and are starting to develop the vision of how to combat this issue (Kotter, 1996). The next step for them could be to communicate their clear vision so that all members understand the plan created before it is enforced.

According to England (2026), these strategies may not be currently working for employees, customers and stakeholders as local businesses are continuing to lose profit as customer spend is “noticeably lower”. Cornwall could adapt by continuing to collaborate to promote Cornwall and increase engagement on social media, working with events organisers to bring a new aspect to Cornwall that could encourage visitors to travel for worldwide. A new events venue could increase managers engagement with worldwide promoters on tour. Any new attraction that the destination is lacking could be a beneficial investment. Improving transport links and working with transport businesses to advertise reduced prices to travel to Cornwall can increase marketing and engagement to encourage visitors as well.

Visit Wales experienced a similar situation in 2020 and prior where they had a major decline in visitors. Although the organisation did not collapse. Instead, they created a tourism action plan where over time they forged relationships between public and private sectors, built an innovative brand, improved products, locations, visitor experiences and increased marketing which supported local businesses through the change (Visit Wales, 2020). Perhaps this could mean adapting and changing organisational structure. Cornwall have initiated this idea by planning a new destination management organisation, changing leaders, structure and culture by investing in Cornwall and working with stakeholders could make a positive impact on the change.

The collapse of Visit Cornwall can relate to Schein’s culture model as leaders have made underlying assumptions based on what is best for tourism in Cornwall, led by unconscious behaviours from poor leadership interfering with tourism development (Schein, 2010). In this case,

leaders of Visit Cornwall needed to “unfreeze” according to Lewin’s model as they are fixed in their old ways of thinking (Lewin 1947 as cited in, HRC 2023), possibly having old- fashioned beliefs where they could not adapt to this change as they do not work any longer compared to how they managed the organisation in previous difficult cases.

Cornwall needs an innovative change by adapting structure so that there is clearer responsibility, improving values by listening to what visitors need to change and creating a clear model to improve financially whilst improving the area to increase the number of tourists.

Final recommendations:

- Increasing the number of events in Cornwall could improve the economy and attract a range of new visitors who could travel, specially to Cornwall, to cater to their specific interests.
- Leadership: Re- launch Visit Cornwall with influential leaders, following a new modern strategy for promotion.

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