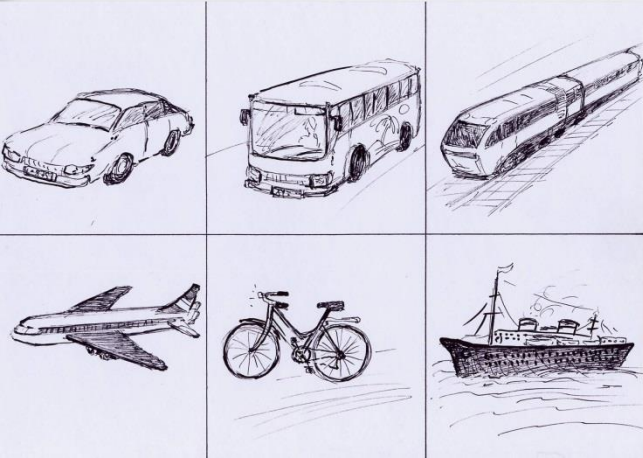




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Strategic Travel and Tourism Management



How did we get here?

Today's Objectives

- How did we get here?
- What was planned?
- What just happened?
- What's next?

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 3 or 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

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, Transport for Wales, local authorities)
- Sector bodies eg Civil Aviation authority (CAA), Office of Rail and Road (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 Williams review of UK Railways
- developments in aircraft technology,
- new airports and airport expansion
- new motorways and motorway widening schemes
- Any others?

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

Seminar topics

- Your group will be allocated a topic to prepare a briefing to the class on a set date.
- Each will deliver a 45 minute seminar:
 - Introduction to the topic
 - relevant news & journal articles/publications
 - Exercise/visit/trip to illustrate key issues

Research

To discuss a relevant theme from the module's syllabus

- HS2: problem or solution?
- Is air travel sustainable?
- Heathrow expansion
- Congestion charging
- Crossrail/the Elizabeth line
- Cardiff Airport: the way forward
- Fishguard ferry port – an effective hub?
- Brexit impacts
- Cruise ships – sustainable travel or environmentally damaging?

These should cover the main methods of travel and provide insight into an issue or a problem

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

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

- <https://youtu.be/8pqkBO6rjoE>

WTM 2015:

Role of Government in Managing Tourism

TED: The Magic of Tourism

- https://youtu.be/BChYarKg_ik

What are the strategic issues identified in this film?

Transport in Wales



- <https://youtu.be/VqkyhSkR7c8>
- <https://youtu.be/3YKGqTBEAkQ>

How many have you used?



- <https://youtu.be/hVJOyy-ooH8>

Activity (20m)

- Work in hubs to produce a **timeline** of the development of modes of transport
- How did they impact on the growth of tourism?
- How are they evolving?
- Start with the horse and cart, finish with space tourism



- <https://youtu.be/y23MtdGNNN0>

The Post-war UK 1950s & 60s

- <https://youtu.be/xH6MXQUGU-k>
- What was different back then in terms of how we viewed travel and transport?
- What were the main transport strategies used in this period?
- What hasn't really changed even today?



Podcast

- UK post-war transport policy discussed and critiqued (need to download/stream)

<https://www.londonreconnections.com/2016/line-3-british-transport-policy-since-ww2/>

And what's next?

The Future of Travel:

<https://youtu.be/AL7GwO-koll>



Travel & Tourism

- Tourism = subset of travel
- Movement of people outside their normal environment for person/business/professional purposes (WTO, 2014)
- Transport = key connection between tourist's origin and their destination
- Needed to facilitate movement of tourists
- Tourism relies on, causes and is affected by transportation issues

- Historical development of new transport modes has opened up mass market tourism
- Tourism depends more on transport than vice versa
- Can be seen as a marketplace
- Tourist = buyers/consumers
- Providers = suppliers/owners of transport services

- = Tourism transport marketplace
- Demand (tourists) & Supply (Providers)

A tourist (UNWTO, 2010a:10)

“A visitor is a traveller taking a trip to a main destination outside his/her usual environment, for less than a year, for any main purpose (business, leisure or other personal purpose) other than to be employed as a resident entity in the country or place visited.

These trips taken by visitors qualify as tourism trips. Tourism refers to the activity of visitors.”

3 key factors

- Change of environment
- Length of stay
- Purpose

Types of tourism (UNWTO)

- Domestic tourism (by residents)
- Incoming/inbound tourism (by non-residents)
- Outgoing/outbound tourism (by residents outside normal environment)

So.....

- Internal tourism (domestic + inbound – by residents & visitors – within a country)
- National tourism (domestic + outbound – activities by residents at home & abroad)
- International tourism (residents overseas or visitors to the country)

Transportation definition

- The activity of travelling from one place to another

Transport infrastructure

- Material conditions e.g. routes (roads, tracks, runways, etc)
- The means (e.g. vehicles)
- Control systems (e.g. air traffic control)
- Handling facilities (e.g. bus depots, stations, terminals)
- Transfer facilities

Mode of transport

- The environment/how transport takes place
- Air
- Ground
- Water

Vehicles using the same environment belong to the same transport mode

Transportation routes

- Are used by the various means of transport

Transportation means/type/carrier

- The actual means of mobility used within a mode

e.g. plane, boat, car

These with the transport infrastructure allow transport to take place

Types of Tourism transport

- Can be functional (getting you there) /within a destination (e.g. bus trip) / key part of holiday itself
- Can be a tourist attraction in own right (e.g. heritage railway, steam train/ship)
- Part of a recreational experience (e.g. hot air ballooning, hiking, biking)
- Can be part of the tourism product (e.g. cruise ships, scenic drives)

Types: Transport *for* tourism

- Very utilitarian
- Cost/value/speed of travel factors
- Mode has no intrinsic value in itself

WATER

- **CRUISE SHIPS (OPEN SEA/RIVER)**
- **FERRIES (INLAND/OPEN SEA)**
- **EXCURSION BOATS**
- **CARGO BOATS (TOURISM RELATED)**
- **BOATS: SAILING/SPORT; YACHTS; HOUSEBOATS; GONDOLAS**
- **RAFTS; CANOES/KAYAKS; ROWING BOATS; SURFBOARDS**
- **SUBMARINES**

AIR:

- **AIRCRAFT (PASSENGER)**
- **HELICOPTERS**
- **SPORTS AIRCRAFT/SAILPLANES**
- **BALLOONS/AIRSHIPS**
- **SPACECRAFT**
- **SEAPLANES**
- **HANG GLIDERS/PARAGLIDERS**

LAND:

- **CARS / BICYCLES / SEGWAYS**
- **MOTORCYCLES / MOPEDS/ QUADS/ TRIKES**
- **COACHES (MINI / PUB SERVICE/ TRAVEL)**
- **CARAVANS / CAMPERVANS**
- **LOCAL PUBLIC RAIL (SUBWAYS; CITY TRAINS; TRAMS)**
- **LONG DISTANCE PUBLIC RAIL (ICE/TGV)**
- **LUXURY TRAINS**

- **MUSEUM/HERITAGE RAILWAYS**
- **AIR/CABLE CARS; SKI/CHAIR LIFTS; MOUNTAIN RAIL**
- **OVERHEAD RAILWAYS**
- **LEISURE RAILWAYS**
- **CABLE CARS**
- **RAIL TROLLEYS**
- **RICKSHAWS**
- **HORSE-DRAWN CARRIAGES/SLEIGHS**

Types: Transport *as* Tourism

- The mode contains the travel
e.g. cruise ships - this is the basis of the tourist experience

The cost factor not as important; the mode is the main benefit.

But.....

- Modes are used by tourist and non-tourist travellers alike

e.g. leisure/charter flights, cruise ships,
sightseeing buses = mainly tourists;

city buses/trams/scheduled flights = used by
both