

# Strategy for Tourism

2

John Tribe

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 Published by Goodfellow Publishers Limited, Woodeaton, Oxford, OX3 9TJ  
<http://www.goodfellowpublishers.com>

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Design and setting by P.K. McBride

# 2

## Mission and Purpose

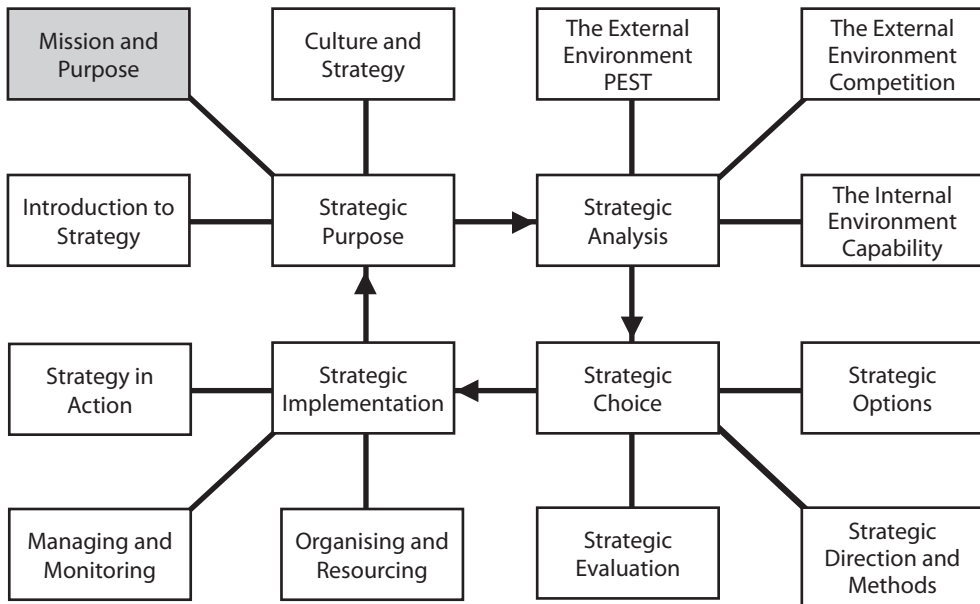


Figure 2.1

### Learning outcomes

After studying this chapter and related materials you should be able to understand:

- Vision, mission and objectives
- Mission types such as profit and growth and quality of life
- Governance and social responsibility
- Stakeholders and stakeholder power

and critically evaluate, explain and apply the above concepts.

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## Introduction

The study of the purposes of tourism entities must necessarily precede any further analysis of strategy since it is difficult to have a strategy without having an idea of what the strategy is designed to achieve. A strategy is a means to an end, thus we need to state that desired end at the outset.

At first glance the aims of tourism entities appear to be straightforward. Surely the owners of most organisations simply want the highest possible return on their investment so that profit maximisation is the universal aim. However, two considerations make a further study of aims worthwhile. First, the concept of 'stakeholders' is an important one, particularly for large organisations and complex entities. A stakeholder is any person or group which has an interest in an organisation, and the concept of stakeholders is a much broader one than that of owner or shareholder. This makes the study of aims a more complex issue since stakeholders do not necessarily have identical aims. Second, many tourism entities are non-profit making and so if their aims are not profit-maximisation, we need to investigate what other aims are pursued, and who decides them. Related to this is the issue of governance which describes how an organisation should conduct its affairs.

Missions and objectives are by no means static, and indeed the whole idea of strategy is to engage in regular reassessment of them to ensure that they remain appropriate. Thus mission and aims need to be understood as part of the circular nature of strategic planning. Figure 2.1 illustrates this cycle of planning. The starting point of this diagram is mission and objectives. Strategic analysis is then undertaken to test their continuing appropriateness. Such analysis may lead to a reformulation of mission and objectives in a new strategy for implementation over the next few years. The cycle of strategic planning will then recommence. Case study 2 uses the British Airports Authority to introduce the terms 'mission', 'stakeholder' and 'governance' in the context of an airport operator.

### Case Study 2: British Airports Authority

The British Airports Authority (BAA) runs major airports in the UK including London Heathrow, one of the world's busiest international airports. It was set up by the Labour government in 1965 as a government-owned organisation. However in the 1980s the Conservative government had a policy of privatisation, designed to transform government organisations into innovative, profitable, efficient and service-orientated enterprises. As part of this, BAA was floated on the London Stock Exchange in 1987. It was thereby transferred from government ownership in the public sector to shareholder ownership in the private sector. Some ten years later, in 2006, BAA was purchased by Ferrovial, a Spanish company with interests in construction and infrastructure. BAA's vision statement for Heathrow airport is to 'Become Europe's hub of choice by making every journey better' (BAA, 2009, p. 2) and it describes its strategic intents to achieve this vision as follows:

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