

Strategy for Tourism

6

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Design and setting by P.K. McBride

6 The Internal Environment: Capability

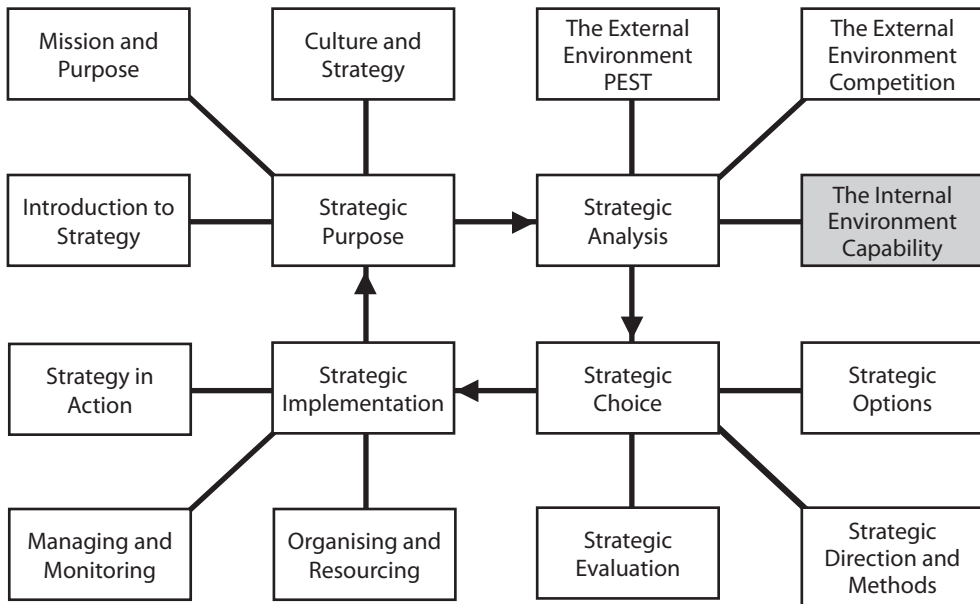


Figure 6.1

Learning outcomes

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

- Resources and competences
- Resource audit
- Performance monitoring and control
- Evaluation of products
- SWOT analysis

and critically evaluate, explain and apply the above concepts.

Introduction

Analysis of the opportunities and threats in the external operating environment is useful in revealing strategic potential for an organisation or destination. The external environment is of course common for all entities. Attention is now turned to the organisation or destination itself where resource deployment analysis considers its strategic capability. Here we are able to discern considerable differences between tourism entities. The main analytical techniques for conducting such a capability analysis include, first, resource auditing. This identifies the level and type of resources that an entity is using. Next, performance monitoring and control asks how well an entity is using its resources. Finally, products and services are subject to evaluation. Capability analysis indicates the organisation's current and potential strengths and weaknesses and reveals its core competences. Capability views of strategy emphasise how competitive advantage can be achieved by effective deployment of resources. Finally, this chapter pulls together the analytical tools developed here and in the previous chapters in the form of SWOT analysis.

Case Study 6 examines the capability of the InterContinental Hotels Group and relates these capabilities to its mission and to its performance analysis.

Case Study 6: InterContinental Hotels Group (IHG)

InterContinental Hotels Group (IHG) is a global hotel company operating seven hotel brands – InterContinental, Crowne Plaza, Hotel Indigo, Holiday Inn, Holiday Inn Express, Staybridge Suites and Candlewood Suites. In 2010 it boasted more guest rooms than any other hotel company in the world with around 4400 hotels across nearly 100 countries. The goal of IHG is 'to create Great Hotels Guests Love' and its mission is 'to grow by making IHG brands the first choice for guests and hotel owners'.

The InterContinental,
Goa, India



Chapter extract

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