

Strategy for Tourism

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John Tribe

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Design and setting by P.K. McBride

Strategy for Tourism

Part III

Strategic Choice

The next stage of strategy for tourism is strategic choice and by the end of Part III it should be possible to propose and justify a particular strategy for a tourism entity. Strategic choice follows logically from the previous two stages. Strategic analysis resulted in a summary of the opportunities and threats evident in the tourism organisation's external environment and of its internal strengths and weaknesses and it is in the light of this analysis that strategy can be formulated, guided by the organisation's mission. A framework for strategic choice is developed to assist tourism entities in the development of an appropriate strategy.

Chapter 7 introduces the main types of strategy, using Porter's (1998) generic strategies as a starting point.

Chapter 8 considers the directions methods by which an organisation can pursue its strategy.

Chapter 9 offers a template that can be used to evaluate competing strategies so that an appropriate strategy can be chosen. The appropriateness of a strategy will clearly depend on its ability to fulfil the organisation's mission by exploiting strengths and opportunities and counteracting weaknesses and threats.

7

Strategic Options

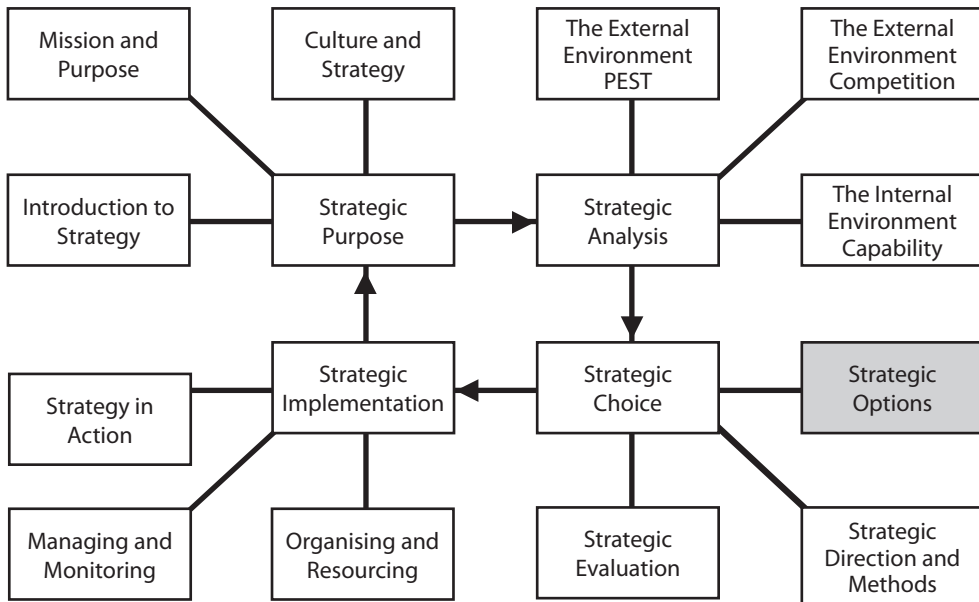


Figure 7.1

Learning outcomes

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

- Porter's generic strategies
- Critiques of Porter
- Price-based strategies
- Differentiation-based strategies
- Hybrid strategies
- Focus strategies
- Elasticity and margins
- Sustaining competitive advantage
- Game theory

and critically evaluate, explain and apply the above concepts.

Chapter extract

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