
Strategy for Tourism

9

John Tribe

Contents

Introduction	3
Suitability	5
Acceptability	11
Feasibility	18
Choosing between options	20
Index	24

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Design and setting by P.K. McBride

9

Strategic Evaluation

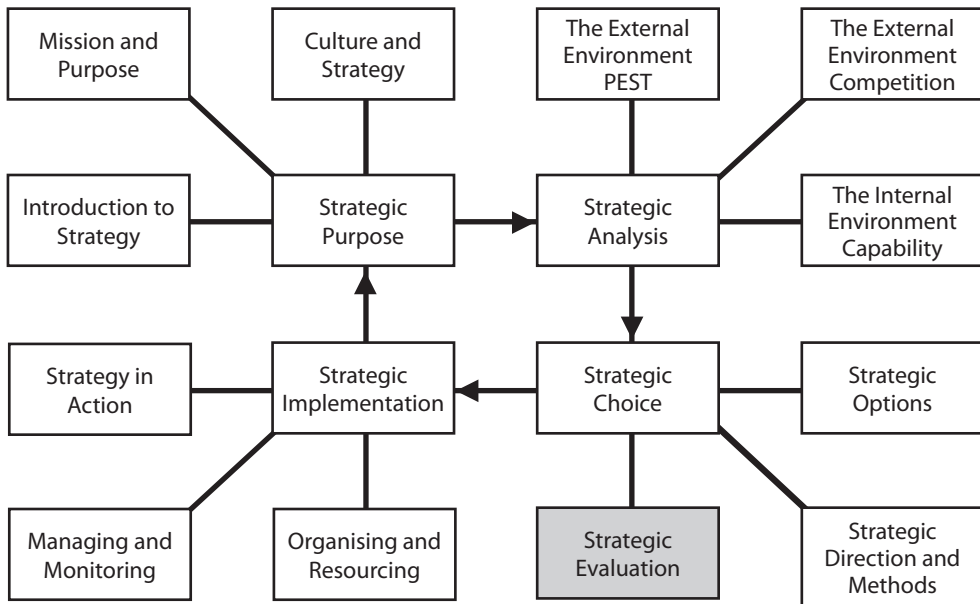


Figure 9.1

Learning outcomes

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

- Suitability analysis
- Acceptability analysis
- Feasibility analysis
- Ranking.

and critically evaluate, explain and apply the above concepts.

Introduction

This chapter introduces a framework for evaluating strategic options. There are three essential questions used to evaluate a strategy or competing strategies:

- ◇ Does it fit our situation?
- ◇ Do we want to do it?
- ◇ Can it be done?

These questions are examined using:

- ◇ Suitability analysis
- ◇ Acceptability analysis
- ◇ Feasibility analysis.

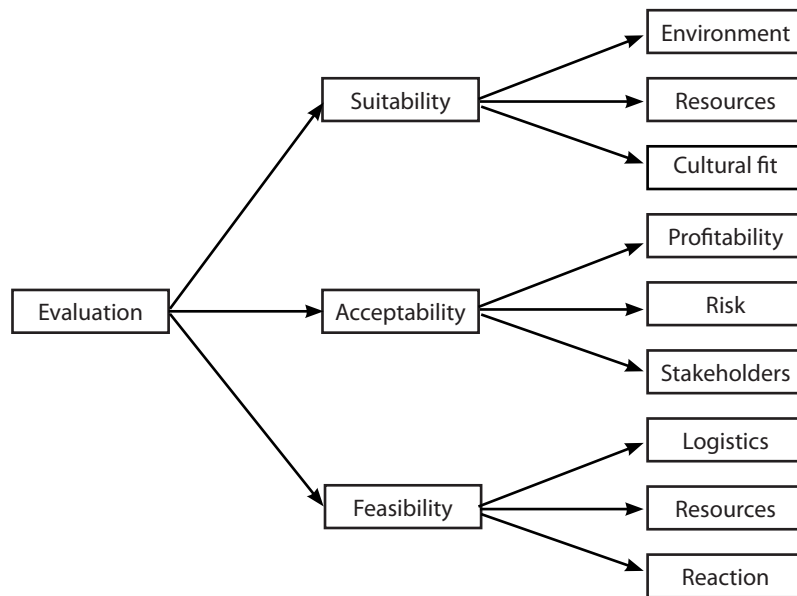


Figure 9.2:
Evaluation framework

Suitability analysis:

tests whether a strategy fits the situation facing an organisation.

Suitability analysis considers the fit of a strategy in terms of C-PEST factors in the external environment, as well as considering an organisation's resource capability and culture. Acceptability analysis reviews strategy in relation to the aims and missions of an organisation. Feasibility examines whether an organisation is able to muster the necessary resources to follow a particular strategy, and scrutinises plans in terms of their logistics and likely competitor reaction. Of course not all of these aspects will necessarily apply to every strategic option. A ranking matrix can help in strategic decision making particularly where strategic impacts are mixed. Here, competing strategies are awarded scores according to how well they meet particular criteria.

Case study 9 presents the strategy of merging TUI Tourism and First Choice to form TUI Travel and covers aspects of suitability, acceptability and feasibility.

Chapter extract

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