
Strategy for Tourism

11

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Design and setting by P.K. McBride

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Managing and Monitoring

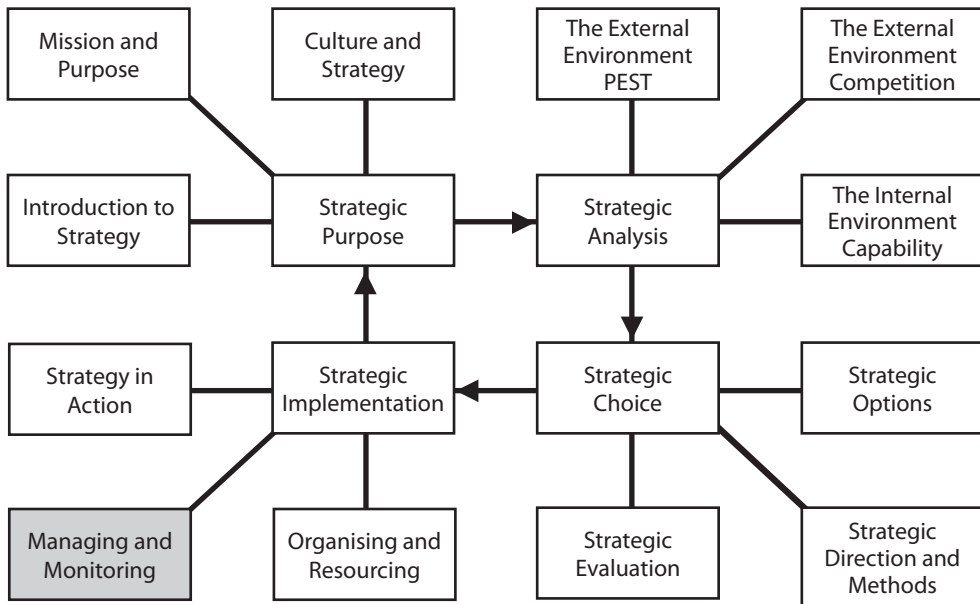


Figure 11.1

Learning outcomes

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

- Management of change
- Methods of monitoring
- Methods of control
- Identification of key factors for effective strategic management

and critically evaluate, explain and apply the above concepts.

Introduction

This chapter analyses issues of managing and monitoring change as well as those of implementation that are required for a new strategy. Management of change may in itself be a challenging task, particularly where a traditional organisation faces the prospect of fundamental change.

Key issues for management of change include:

- ◇ Calculation, and the use of force field analysis to identify drivers and resisting forces of change.
- ◇ Effective communication of the rationale and elements of strategy throughout the organisation.
- ◇ Political and tactical methods of achieving compliance with a strategy.
- ◇ Attention to the issue of organisational culture.

It is also necessary to devise control mechanisms to ensure that a strategy is translated into objectives and key tasks and that the attainment of these objectives is monitored. Strategic performance needs to be monitored to ensure that strategy is being effectively carried out. Any problems that are revealed from the monitoring process then need to be addressed. Finally the chapter considers aspects of effective implementation of strategy.

Case study 11 demonstrates how Australia's strategy for action on tourism and climate change is translated into a number of key objectives or actions, how each of these are assigned resources and timeframes and how implementation is monitored.

Case Study 11: Australia's framework for action on tourism and climate change

A tourism action plan on climate change

The Australian Government identified tourism as a key sector that is vulnerable to climate change concluding that:

the impact of climate change on infrastructure and the natural environment has the potential to affect the tourism industry. In some cases this could result in social and economic impacts in regions with a high dependency on tourism as a source of income and employment. (Department of Resources Energy and Tourism, 2008, p.2)

In response, the tourism ministers established the Tourism and Climate Change Taskforce to develop a Framework for Action. Its membership included state and territory government tourism officials, officials from the Australian Greenhouse Office and representatives of peak tourism bodies. The plan was predicated on the recognition that:

a failure to act will leave an industry which currently contributes \$38.9 billion to Australia's annual GDP exposed, and undermine industry's capacity to contribute to the economy. (Department of Resources Energy and Tourism, 2008, p.2)

Chapter extract

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