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A Pathmaking Journal



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BOOK REVIEW:

Strategic Management in Tourism, 3rd Edition

Edited by Luiz Moutinho and Alfonso Vargas-Sánchez (2018)

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Jeet Dogra

Indian Institute of Tourism and Travel Management (IITTM), India

jeetdogra@live.com

Originated from the military roots, the term “strategy” had been utilized by military commanders employing strategy in dealing with their opponents, that is why, the dictionaries are defining strategy as “the art of war” (Evans et al., 2003) or “the use of engagements for the object of the war” (Olsen, West, & Tse, 2008). As the business moved from a stable to a competitive environment, the concept of strategy found its place in business research (Bracker, 1980). After inclusion in the tourism sector, several researchers suggest that it is better for strategy to evolve incrementally, whereas others, e.g. as in the book “Strategic management for travel and tourism” (Evans et al., 2003), advocate a strategic management approach that is planned or deliberate. Henceforth, timely strategy evaluation is vital to an organization’s well-being to cater the problems or potential problems before the situation worsens (David, 2011).

To carry on with the above discussion, the third edition of the book titled, “Strategic Management in Tourism” proves an important contribution specifically for the tourism sector. It is having the contributions of twenty-nine renowned academicians including the two editors. This edition is included some interesting

keywords which are relevant in the present scenario like: “transumers” means those consumers driven by experience instead of fixed traditional tourism offerings (p.5 & p.21); “staycation” means consumers are utilizing leisure and tourism services close to or indeed in the home (p.6); “prosumer” means those consumers are having more control and demand over their consumption and actively involved in the design of the product (p.6 & 8); “voluntourism” is a hybrid of work and leisure, which aims to align the consumer with a volunteering project tailored to their specific skill sets (p.14); “Golden Mafia” means those consumers who are enjoying more wealth and health, and longer retirements, than their predecessors (p.18); “insperiences” represents the consumers’ desire to bring professional-grade experiences into their domestic domain (p.21); “chadventures” means adventure pursuits that also raise money for charitable causes and other tourism that enables and nurtures learning and growth (p.22); “particle marketing” which suggests the use of personal technologies to customize micro-individual offerings (p.25); “tryvertising” is all about consumers becoming familiar with new products by actually trying them out (p.26); “Gladvertising” means those advertisements that adapts to people’s moods (p.168); and “betapreneurs” means those entrepreneurs whose constantly spreading their knowledge base and skills over many projects and initiatives rather than just one goal (p.190).

The book is divided into four parts and twenty chapters. In the preface section, book description is given, whereas the first part titled, “Tourism Environment, Economic Development, Forecasting and Trends” is based on future economic development in tourism which consist of four chapters. The Chapter 1 explains the global urbanization, ecological and technological developments (SCEPTICAL framework) which concludes with a case study on “Voluntourism goes digital”. The next chapter covers the concept of futurecasting, consumer megatrends and new marketing paradigms in the tourism sector supports by a case study on “Beacon technology puts tourism consumers on the map”. Chapter 3 explains the future economic development in tourism, in which the major areas of projected growth, determinants, tourism-led growth and growth-led tourism, challenges to tourism growth in less-developed economies and the all important concept of how to achieve and maintain destination competitiveness are discussed. The last chapter in this part includes the future research methods along with its applications and cases of

qualitative approaches for modelling and forecasting including econometric and time series.

The second part of the book titled, “Integrated management in tourism” covers the six chapters on consumer behaviour, strategic creativity and innovation in tourism business, human resource management, financial and technology management in tourism. Chapter 5 discusses key internal and external facets like tourist self-image, perception, cognition, motivation, attitude, intention and evoked set which further supports with a case study on “Madame Tussauds London, everyone will hear you scream”. Chapter 6 and 7 include the strategic importance of creativity and innovation in tourism, which able to determine new driving forces, spot potential, take economic advantage, so that it will contribute to run the tourism businesses. The next three chapters are based on HR, financial and technology management in tourism, in which major focuses are given to empowering the employees to enhancing quality and competitiveness, importance of value and not merely profits that companies should measure, role of technological solutions for tourism in the current hyperdynamic environments where the smart tourism destination, emotion sensing or internet of emotions like practices are relevant. Chapter 8 and 9 are concluded with cases on Empowering ladies and gentlemen, and The Expressly espresso Co., respectively.

“Strategic vision and management in tourism” (third part) is also consists of six chapters where strategic thinking, new strategic paradigm and performance measurements, process-based management, international strategies in tourism, crisis management and strategic implications are discussed. Analysis of the strategic paradigm in the last 25 years and the introduction of concepts like betapreneurship, strategic cadence and experimentation, new strategic theory and a case study of strategic planning are pushing the strategic thinking towards a futuristic world. Furthermore, the practices of strategic control, process-based management, business process re-engineering, organizational resilience, dynamic capabilities and strategic internationalization processes are discussed to give insights, especially to destination managers, and encourage to establish a series of proactive action under crisis management in the tourism sector.

And, in the fourth part titled, “New business ecosystem and stakeholder-driven strategy” is comprised of four chapters which covers the areas of stakeholder engagement, authenticity, tourism resources and sustainability, and concluded with

new strategic developments in tourism. The areas like social exchange and stakeholder theories in tourism; meaning, managing and achieving authenticity in tourism; environment related concepts like eco-tourism spectrum, tools for sustainable tourism, and community focused practices like pro-poor and community-based tourism; corporate social responsibility etc. are elaborated and discussed. Additionally, the cases titled, Scenario based design in stakeholder engagement; Alleviating poverty and supporting traditional lifestyles through tourism in Fiji; Navigating the new normal; and CSR in action etc. supports this part.

The book is well-designed and presented whereas the chapters conclude with questions, case studies, resources and references. While teaching the strategic management in tourism to post-graduate students since 2013, personally I have found this edition a useful one. Kalıpçia and Yay (2018) has concluded that in the tourism sector beyond the senior managers, many other stakeholders such as the customers, low and mid-level managers, workers, stockholders, unions, and local authorities are involved in the strategic management process. Beyond its relevance in the academics for scholars, researchers and faculty members, it can appeal to policy-makers and practitioners alike and mostly all the stakeholders mentioned by Kalıpçia and Yay (2018) which are involved in strategic management decisions and implementations. This edition will prove an important contribution under the area of strategic management in tourism.

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