

The left side of the slide features a vertical arrangement of decorative elements. At the top is a pink butterfly. Below it is a white flower with a black center. Further down is a pink butterfly. At the bottom are several pink and white circular patterns, including a large pink circle with a black center, and a pink flower. The background is black with faint, light-colored floral patterns.

Internal Analysis

Tourism Strategic Management



Title

Figure 8.1 Factors likely to influence strategic assessment





Title

What are our chances of survival if we continue as we are?
Where are the best opportunities for growth given our existing capabilities?
Where are our competitive advantages and disadvantages?
Where can we invest to improve our capabilities most efficiently?
What changes can we realistically implement?

Title

Figure 8.3 Techniques in use in strategic planning processes

Technique	% Using
Core competencies analysis	72
Scenario planning	69
Benchmarking	56
Total quality management	44
Shareholder value analysis	44
Value chain analysis	44
Business process redesign	33
Time-based competition	25

Source: Adapted from I. Wilson, 'Strategic Planning Isn't Dead—It Changed', *Long Range Planning*, Aug, 1994.

Latar Belakang

- Tingkat persaingan yang tinggi
- Perusahaan membutuhkan upaya untuk membentuk keunggulan bersaing
- Sumber keunggulan Bersaing:
 - **Combining the superior application of competences (skills) and the deployment of superior resources (assets) in creating value for consumers.**
- Strategy and tourism texts often use the term *sustainable* (or sustainability) in connection with the notion of advantage.
- Sustainability is achieved when the advantage resists erosion by competitive behaviour (Porter, 1985: 20).
- In other words, in order to achieve the goal of reaching a position of sustainable competitive advantage, a business's competitive advantage must be capable of resisting duplication or emulation by other companies (Barney, 2002).

Competences

- *A competence* is an attribute or collection of attributes possessed by all or most of the organizations in a sector of industry. Without such attributes a business cannot enter or survive in the industry. Competences develop from resources and embody skills, technology or 'know how'.
- For example, in order to operate as an outbound tour operator involved in air inclusive tours a company must possess a range of competences in arranging:
 - **a means of distributing, marketing and selling the product;**
 - **licences to operate the required capacity to the specified destinations;**
 - **air transportation to and from the destination;**
 - **suitable accommodation at the destination;**
 - **ground handling activities to ensure customers are checked on to their flights and that they are transported to and from their accommodation.**
- Every successful survivor in the industry must possess these areas of competence.

Core competences

- *A core competence or distinctive capability* is an attribute, or collection of attributes, specific to a particular organization, which enables it to produce performance above the average for the industry.
 - **It arises from the way in which the organization has employed its competences and resources more effectively than its competitors.**
 - **The result of a distinctive capability is an output which customers value more highly than those of competitors.**

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