

12 Strategy in Action

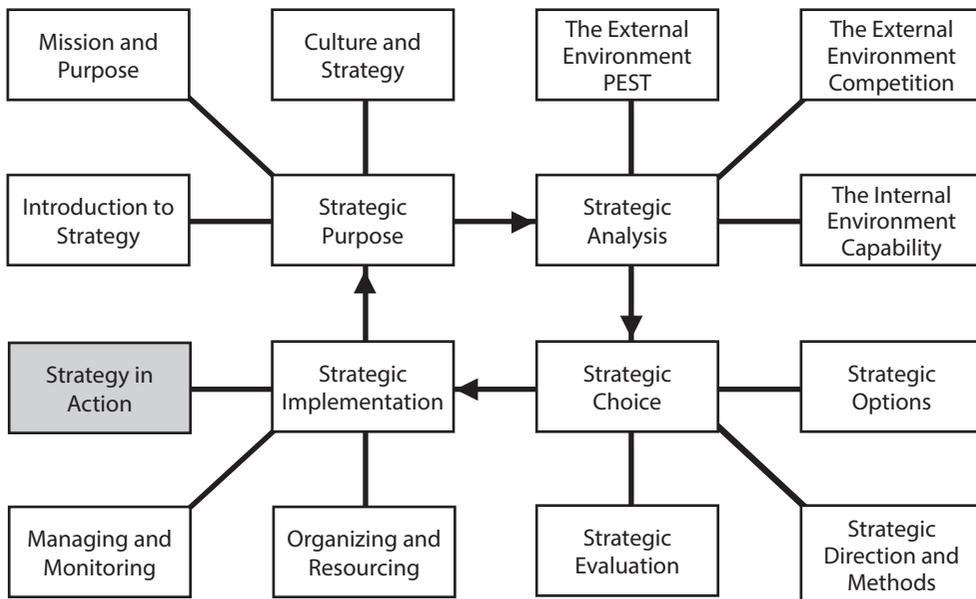


Figure 12.1

Learning outcomes

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

- How to prepare a strategy document
- Strategists
- Gender and strategy
- Backstage considerations for strategy
- Review of strategy
- Turnaround strategies
- Crisis management strategies
- Concluding issues

and critically evaluate, explain and apply the above concepts.

Introduction

This chapter is about strategy in action. Its starting point offers advice on how to write a strategy document. Here the major headings and contents are set out. Of course not all of the information that has been used to formulate a strategy appears in publicly circulating documents and consideration is given to these backstage issues. Attention is next turned to the fact that a strategy needs to be reviewed to ensure that it continues to make a strong contribution to achieving the organisation's mission and remains appropriate as circumstances change. Next it discusses the roles of the people and agencies responsible for formulating strategy – the strategists. This is followed by a review of issues of gender.

In some cases, review and revision are not adequate since major unforeseen events can quickly render a strategy redundant. Mindful of this problem, the latter part of the chapter looks at the issues surrounding turnaround strategies and crisis management before concluding with some brief remarks.

Case study 12 illustrates the tourism strategy of Qatar. Qatar is situated on the Persian Gulf adjacent to Saudi Arabia. It has a population of 1.8 million of which over 85% are expatriates. It is a high income country with wealth created by oil and gas reserves but it wishes to diversify its economy. It is host country to the 2022 Football World Cup. The case illustrates how a typical tourism strategy is structured.

Case study 12: Extracts from Qatar's Tourism Strategy 2030

Title page

QATAR NATIONAL TOURISM SECTOR STRATEGY 2030

Foreword

An integrated and balanced development is key to establishing a modern state that is responsive to the needs of today's society and capable of providing the Qatari people with the decent standard of living they deserve without abandoning our authentic Qatari Arab identity and our most tolerant Islamic faith.

HH the Emir Sheikh Tamim Bin Hamad Al-Thani

Publication details

Published by the Qatar Tourism Authority (QTA) www.qatartourism.gov.qa

Contents page

Why is there a need for a Tourism Strategy?

What will the Strategy achieve?

How will the Strategy achieve its objectives?

Where will the Strategy be implemented?

When will the Strategy be implemented?

Who will be implementing the Strategy?

Introduction/endorsement

... As a driver of sustainable development, tourism can play a significant role in further propelling the country forward ... with its rich cultural heritage, central geographical location ... and reputation for hospitality ... God willing, Qatar is set to truly become an unavoidable destination on the world tourism map, a world class hub with deep cultural roots.

Issa Bin Mohammed Al Mohhanadi, Chairman, Qatar Tourism Authority

Executive summary

Tourism is a major catalyst for socio-economic growth

Tourism's positive influence spreads across all sectors of the economy

In a country heavily reliant on hydrocarbon wealth tourism is a sustainable and non-exhaustive source of economic activity

Tourism will put the country on the international map

An influx of ideas will promote an exchange of ideas

Strategic analysis

Challenges

- ◆ Insufficient understanding of the potential of tourism
- ◆ Misperception of Qatar as a business-only destination
- ◆ Lack of planning
- ◆ Hostile visa regime
- ◆ Lack of foreign direct investment
- ◆ Weak brand identity
- ◆ Poor tourism offering
- ◆ Shortage of qualified human capital
- ◆ Lack of education programmes

Opportunities

- ◆ Political stability
- ◆ Low crime rate
- ◆ Expanding infrastructure
- ◆ Award winning 5* national airline
- ◆ Natural undeveloped vistas
- ◆ Authentic experiences

Mission

Qatar – A world-class hub with deep cultural roots

Strategy

- ◆ Fit with local traditions and moral values
- ◆ Alignment with national agendas
- ◆ Creation of positive economic impact
- ◆ Environmental sustainability

Objectives

- ◆ Proper governance and comprehensive plans, policies and regulations
- ◆ Sectoral capacity building
- ◆ Diversification and development of Qatar's tourism product and service portfolio
- ◆ Optimal market mix

Strategic implementation

- ◆ QTA will monitor the implementation of the strategy
- ◆ The strategy contains a list of high impact programmes related to the strategic objectives along with key performance indicators. These are organised into "waves" according to their likely impact and complexity with timescales for implementation. They include:
 - ◆ Develop strategic planning capabilities in tourism
 - ◆ Develop a full-fledged marketing tourism strategy
 - ◆ Enhance visa procedures
 - ◆ Increase the number of conferences
 - ◆ Promote festivals and cultural events
 - ◆ Enhance tourist-related infrastructure outside of Doha
 - ◆ Develop tours for transit passengers
 - ◆ Ensure high quality of restaurants
 - ◆ Develop and refurbish Qatar's public beaches

Preparation of a strategy

Central to the idea of successful planning is the preparation of a detailed strategy. The key to this will be a master document which encompasses the main headings of this book. There will generally be restricted internal, internal and public versions of the strategy since some parts will contain confidential management tactics and information of value to competitors. Of course, all strategy documents vary considerably in their format but a typical strategy will have the following key parts:

- ◇ Title page
- ◇ Publication details