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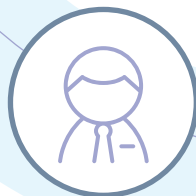
Irish Management Institute



## Fáilte Ireland

National Tourism Development Authority

# Hospitality and Tourism Strategic Management Programme



# Introduction

Changing buyer behaviour, an increased amount of competition in the market place, greater access to new and niche destinations, increased customer expectations, currency fluctuation - the Irish tourism operator must have a global eye as well as local expertise. For tourism managers, from those working in hotels to tour operators and destination marketers, understanding this changing environment and having a definitive plan for the future will be vital.

This programme has been designed to allow senior tourism managers adjust their business strategy to meet future needs, tailor the experiences they offer to match prevailing trends, and focus their marketing activity to create a competitive advantage for their tourism business.

To address the challenges posed by the uncertainties of the tourism sector, organisations require executives with real leadership and managerial competencies. General & Senior Departmental Managers are critical to creating new strategies that will lead the tourism business in this uncertain environment, and take advantage of the possibilities that their competitors ignore.

To achieve this successfully, it requires excellent operational experience and competencies in the areas of strategy, sales, technology, marketing and finance, alongside ambitious leadership to make it happen.

The first of its kind and specifically tailor-made for the Irish market, **The Hospitality and Tourism Strategic Management Programme** will give senior level managers in the tourism industry a grounding in all these key areas.

# Programme Module Content

01

## Business Diagnostic Framework

- + Introduction to a modern business diagnostic framework for the tourist sector.
- + Apply this framework method to your own business.
- + Learn to analyse the findings and apply the implications for your own business.
- + Learn to resolve organisational and operational issues that arise through the application of the diagnostic framework, supported by an individual mentor.

**Duration: 0.5 Day**

**Date: 04 Dec 2018**

02

## Strategy and Business Planning

- + Develop an understanding of the key elements, structure and format required for producing an actionable business strategy.
- + Create a strategic plan for your organisation.
- + Acquire the ability to convert the focus and direction of the strategic plan towards operational plans.
- + Produce an overall strategic vision and direction for your tourism business.

**Duration: 1.5 Days**

**Date: 08 & 09 Jan 2019**

03

## Financial Management

- + Develop the financial knowledge to understand and analyse financial accounts.
- + Analyse your own financial performance and review future strategic positioning.
- + Apply tools to prepare financial business plans to inform future financial decisions.
- + Understand financial benchmarks and performance criteria for the hotel and tourism industry.

**Duration: 1.5 Days**

**Date: 05 & 06 Feb 2019**

## Mentoring and Support

- + You will be provided with guidance in the application of learning within your organisation.

## Programme objectives

On completion of the programme, you will:

- + Have a strategic vision and direction for your tourism business
- + Understand your personal leadership style, and enhance your practical skills, awareness and judgement
- + Articulate a clear value proposition and a strategic sales and marketing position for your business
- + Develop an implementation plan to respond to key issues identified through a pre-programme business diagnostic process
- + Have a well thought out and competitive strategy in place to guide the development of your business over the next three years
- + Have considered all the key tasks to be completed to ensure that your business strategy and plans can be implemented successfully
- + Possess the competencies to develop robust financial plans to fund the growth of your business and help you manage the financial aspects of your business

In addition to presentations from experts in each module, a number of industry leaders will present case examples on issues linked to each topic, for example, strategy, finance, and sales and marketing.

04

## Leadership & Managing Change

- + Understand your own personal leadership style and the impact it has on your teams.
- + Enhance practical leadership skills, awareness and judgement.
- + Complete a psycho-metric assessment to evaluate your personal leadership style.
- + Tap into your Emotional Intelligence and learn how to be an authentic leader.
- + Understand motivation within teams and how to influence behaviour.

**Duration: 1.5 Days**

**Date: 26 & 27 Feb 2019**

05

## Sales and Marketing

- + Formulate a Sales and Marketing approach for your business based on customer, competitor, segment, market and company analysis.
- + Explore digital marketing, international sales strategies, the role of online travel agencies, market segmentation, brand marketing and market sources.
- + Develop an International Sales Strategy for your business.

**Duration: 1.5 Days**

**Date: 25 & 26 Mar 2019**

06

## Implementation

- + Translate strategic planning concepts into actionable steps for your business.
- + Apply business principles to address the issues raised by the business diagnostic exercise through concrete plans.
- + Acquire the ability to implement, monitor and measure a strategic plan for your business.

**Duration: 1 Day**

**Date: 30 Apr 2019**

07

## Graduation Event

The final day will culminate with a submission and presentation on your project and you will receive peer feedback followed by a reception and graduation

**Date: 29 May 2019**

+ You will be provided with individual project mentoring and support within your organisation as appropriate during the programme.

+ The Business Diagnostic Framework will help you identify and resolve business priorities.

## Who is this programme for?

This programme is for General & Senior Departmental Managers who are ambitious and are looking to acquire the competencies they need to lead their organisation through this changing environment. Participants will be mid to senior level leaders, with decision-making capacity, within their organisation.

## Starting dates

The programme will be delivered in 7 modules over 6 months starting in December 2018. Each module is typically 1 – 1.5 days.

## How to apply

General & Senior Departmental Managers who are interested in this programme are encouraged to complete our [selection barometer survey](#) to help our panel of experts assess your level of readiness and suitability for this Strategic Management Programme. Please access the survey via <http://www.failteireland.ie/Supports/>

The fee for this Strategic Management Programme is €5,500. However, this fee is heavily subsidised by Fáilte Ireland, consequently the net fee for successful applicants is €3000.

All modules will take place at the Irish Management Institute (IMI) campus in Sandyford, Dublin 16.

For further information contact Michael Brady, Fáilte Ireland, at [michael.brady@failteireland.ie](mailto:michael.brady@failteireland.ie) or (044) 9350 100. Alternatively, contact Lorne Deegan, Irish Management Institute, at [lorne.deegan@imi.ie](mailto:lorne.deegan@imi.ie) or (01) 207 8552.

## Programme Providers

The Hospitality and Tourism Strategic Management Programme is a partnership between Fáilte Ireland and the Irish Management Institute (IMI).

**Fáilte Ireland is the National Tourism Development Authority. Their role is to support the tourism industry and work to sustain Ireland as a high-quality and competitive tourism destination.**

**They also work with other state agencies and representative bodies, at local and national levels, to implement and champion positive and practical strategies that will benefit Irish tourism and the Irish economy.**

**The Irish Management Institute (IMI) is Ireland's leading provider of executive education, offering businesses in Ireland the opportunity to partner with a locally-based, world class executive education provider.**

**IMI's work brings it into contact with organisations from just about every walk of life, facing every kind of management challenge – from small and medium organisations to some of the world's largest multinational companies.**

## Programme Contributors

Programme participants will learn from, network with and be mentored by some of Ireland's leading professional and academic experts from the tourism industry and beyond, including:

### Frank Roche

Prof. Frank Roche is a very experienced business academic, consultant, executive developer and director with a focus on entrepreneurship and strategy.

Currently Chairman of the Dublin Business Innovation Centre, Frank is a long-term activist in the encouragement of an entrepreneurial society in Ireland.

### Tony Lenehan

Dr Tony Lenehan is the Executive Director of the Centre for Competitiveness and the EFQM (Ireland).

The Centre, through its range of business and management enablers, services and programmes, enhances the quality, effectiveness and international competitiveness of organisations across a range of sectors and organisations.

### Julie O' Brien

Julie O'Brien is Managing Director of Runda, a company that offers sales, marketing and revenue management solutions for the hospitality and tourism businesses.

Julie's career spans more than 20 years' senior level experience in commercial roles as a tour operator, DMC, conference organiser and hotelier across leisure and corporate sales channels in both domestic and international markets.

### Moira Creedon

Moira Creedon is a teacher and consultant in strategic finance. She has worked with both corporate and public sector clients worldwide, helping decision makers at strategic level to understand finance and hence improve their ability to formulate and implement strategy.

### Michael Comyn

Michael Comyn is a Presentation and Leadership Coach, Producer and Broadcaster. Leadership and EQ specialist. He facilitates selfdirected neuroplasticity. His leadership training and coaching offers an insight into leading the current workforce.

### Ian Cleary

Ian Cleary is the founder of RazorSocial which was listed as one of the top 10 marketing blogs globally by INC in 2016. He has a deep knowledge of social media and content marketing and is considered one of the top marketing influencers in his field.

## Our Graduates view:

“I wanted to understand what was really happening in the business, but never had the time to step back to look at it strategically. This programme gave me the impetus to talk to all the different functions in the business and find out what the challenges were. The business diagnostic tool focused in what we could actually do to meet those challenges.

The programme will have a big effect on the business over the next five years. Structural we will change, I will step out of the role I’m currently in and into a new operations role.”

**Nicola McDonnell**, Irish Whiskey Museum

“We faced a real directional challenge – where our company will be in 5-10 years – and I found the programme very beneficial for choosing the direction we want to go. The business diagnostic tool, while a challenge in itself, asks a lot of the hard questions but if you can answer them honestly it will give you a great plan going forward.

We can see a tangible improvement in our business as a result of the programme. The direct benefit we’ve seen already is growth in room rates and higher occupancy rates. The mentoring in particular was very good, and that process allowed us to give the strategic challenges the focus that they need but can sometimes be missed because of day-to-day operations.”

**John O’Neill**, Hamlet Court

“The networking has been a really important part of the programme. I’ve been in constant contact with the rest of the group and this peer to peer learning has been key to getting new ideas and shifting your own thinking.

The course has changed my thinking towards the tourism industry and what we need to be proactively attracting new markets and making our business stronger. I’d highly recommend going on the programme to anyone in the industry – it opens up your thinking.”

**Niall Burns**, Slieve Donard Resort and Spa

## Our Graduates view:

“Certainly, we work differently today than we did at the start of the programme. For example, we now do regular strategy meetings with the senior management team, making sure we’re taking the long-view and see if plans are working or need adjusting.

The challenge for us was to formulate the strategy for the next five years, and the programme really helped with that.”

**Stefan Lundstrom**, Galmont Hotel Galway

“We were a very new business and a big challenge for us was simply the structure of the business and those coal-face issues. After the programme, we’re looking at a much broader view of our business and making sure it is a strategically structured organisation.

The leadership module, the business diagnostic tool, the strategic planning module - they will lead us to become a better company with a better structure.”

**Sarah Baker**, Cloughjordan House

“I was looking for the next stage in our business. We needed to stop being reactive and start planning strategically for the next five years.

We’ve now put a different slant on our operational procedures, looked closely again at our sales and marketing functions, and will be looking next at how the finance functions within the Cathedral, all because of the programme.

If you’re someone in an organisation thinking about ‘what next, where next’ and want to build a map towards it, this would be an excellent programme for you.”

**Susanne Reid**, Christ Church Cathedral