

Environmental Strategic Factor Analysis of the Tourism Industry in the South Coastal Part of Sri Lanka

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Abstract

Developing strategies is often concerned with analyzing internal and external environment. Although SWOT has been widely used for situation analysis it has number of drawbacks. This study aimed at identifying the strategic factors in a more systematic way of identifying strategic factors. Tourism is among the most important source of foreign exchange for Sri Lankan economy and the Sri Lanka is prioritizing tourism and has started many strategic decisions to strengthen the sector. A sample of eighty four tourism related respondents from south coastal in Sri Lanka participated in this study. The SFAS (Strategic Factor Analysis Summary) matrix summarized ten strategic factors. The results of this study provide situation analysis and open a process of finding a strategic fit between external opportunities and internal strengths while working around external threats and internal weaknesses in the south coastal tourism in Sri Lanka. Implications of findings also discussed.

Keywords: SFAS, tourism, Sri Lanka, strategies, environmental analysis

INTRODUCTION

Today strategic skills is crucial for competing in this dynamic environment. Outperforming strategic skills is an important factor to defeat any powerful company (Davidovic & Jovanovic, 2012). Organizations attempt to outperform their competitors (Drucker, 1999). Strategy take part in decisions regarding the segments of the market to pursue and the type of products to develop (Porter, 1996). Dynamic capabilities in strategic decisions should be developed to change and reconfigure to make the organization more adaptive to an uncertain environment (Thomas & David, 2012). If the environment is not changing and stable no need for strategy (David, 2011). The level of skill in ability of forecasting and reacting to the changing environment determine the long-term success or failure of the organization (Grant & Jordan, 2012). The strategic planning process start with careful analysis of the internal and external environmental analysis of the organization. Like all industry tourism industry also subjected to environmental changes. Environment is a core feature of the tourism product and tourist are consumers of the environment (Nedim, 2013). Tourism strategy represents a key challenge to managers because of the nature of the products being sold and of the complexities of the environment in which tourism exists. Especially, most tourism products are services and intangible (Moutinho, 2000).

Further, Sri Lanka has been globally acclaimed as one of the finest destinations (ICRA, 2011). Tourism sector has been identified as a key sector pushing the country's economic growth (Ranasinghe &

Deysbhappriya, 2012). Sri Lanka's tourism industry vision is to establish Sri Lanka as Asia's most treasured island, highlighting its beautiful beaches, warm and friendly people, with a strong nature, culture and adventure offering, raising its profile to that of an Asian tourism icon (Sri Lanka Tourism Promotion Bureau, 2010). To achieve this vision Sri Lanka tourism requires effective strategic planning. Many flagship projects are been implemented in the tourism industry in Sri Lanka (Sooriyagoda, 2013). Broader objectives of these projects are to promote tourism industry as the major contributor to the country's economy, achieve balanced regional development, decrease the regional disparity and focus on the potentials of the region to maximize economic gain through sustainable development. A number of strategies are formulated to achieve these objectives. The first step in any strategy formulation is strategic analysis. The purpose of strategic analysis is to gather information about the internal and external environment. External environment is scanned to identify possible opportunities and threats, whereas internal environment is scanned for strengths and weaknesses. SWOT is an acronym used to describe the particular strengths, weaknesses, opportunities and threats that are strategic factors for an organization. A SWOT analysis is a simple but widely used tool that helps in understanding the strengths, weaknesses, opportunities and threats of an organization (Robbins & Coulter, 2012). The process sometimes involves an additional stage of condensing SWOT into a survey of the 'key issues'- those which require the most urgent action or which the strategy should be particularly designed to address (Storn & Deimler, 2006). If the information from the analysis

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Strategic Management in ... Moutinho, L., **Proceedings of the International Conference on Sustainable Environment, Agriculture and Tourism (ICOSEAT 2022)** Arifin Dwi Saputro, Lilik Sutiarto, Rudiati Evi Masithoh, Jik Chang Leong, Katharina Keiblinger, Chaleeda Borompichaichartkul, Omer Said Toker, Rosnah Shamsudin, 2024-03-09 This is an open access book ICOSEAT 2022 was held on July 21-23 2022 in Bangka Island one of the wonderful places of Indonesia. Articles in the field of Agroindustry and Appropriate Technology, 4.0 Environmental and Mining Engineering, Sustainable Development and Tourism Management, Agriculture and Food Engineering, and Marine Aquaculture and Biological Science. ICOSEAT provides a forum for Academic, Business, and Government to present and discuss topics on recent development in those fields.

The Management of Tourism Lesley Pender, Richard Sharpley, 2005 This text provides detailed coverage of the breadth of issues involved in the management of tourism businesses. It explains and supports fundamental business management aspects whilst examining specific techniques required for the successful management of a variety of tourism businesses.

Strategic Tourism Planning for Communities Anukrati Sharma, Shruti Arora, 2024-06-12 From developed to developing nations, the utilization of tourism as a development strategy has been a prevalent practice at both national and local levels. In this compelling read, the authors explore an understanding of how countries envision the future of their tourism sectors and chart a course towards that vision.

Strategic Management in Tourism, 3rd Edition. CABI Tourism Texts Luiz Moutinho, Alfonso Vargas-Sanchez, 2018-02-26 This comprehensive textbook has at its core the importance of linking strategic thinking with action in the management of tourism. It provides an analytical evaluation of the most important global trends as well as an analysis of the impact of crucial environmental issues and their implications. Now in its third edition and reviewing the major factors affecting international tourism management, this well-established student resource provides an essential overview of strategic management for students and professionals in the tourism sector.

Strategic Planning in the Travel and Tourism Industry. Case Study Ryanair Leonard Kahungu, 2018-07-13 Academic Paper from the year 2018 in the subject Business Economics. Company formation Business Plans grade 78.00 course LRPM language English abstract. This report seeks to develop a strategic plan for Ryanair to enable it gain a competitive advantage and sustain its growth in the midst of emerging and unique challenges in the operational environment. Ryanair was established in 1985 by Tony Ryan, Liam Lonergan, and Christopher Ryan. Initially, the flight started with a small carrying capacity but gradually expanded following the development of a conducive operational environment. In particular, Ryanair experienced tremendous growth in 1992 following the deregulation of the airline industry in the EU. This company seized the opportunity to expand and overtook British Airways and Aer Lingus in 1995. Ryanair also exploited technological advancements in 2000 by launching a website and ensured more than three quarters of its bookings were made via the company's website. Nonetheless, Ryanair recorded a significant degree of financial losses in 2003 for the first time in a decade. This was followed by quick

interventions which saw Ryanair explore new routes especially in the Eastern Europe Notably Ryanair's growth has been impressive over the last few decades especially between 1985 and 2011 However the airline company has experienced turbulent forces in the last few decades as illustrated by financial losses reported in 2003 and recently in 2009

Proceedings of the 1st International Conference of Economics, Management, Accounting, and Business Digital (ICEMAB 2024) Echo Perdana Kusumah, Yanto Yanto, 2024-12-21 This is an open access book The first ICEMAB serving as an international conference aims to foster cross disciplinary dialogue stimulate innovation and offer fresh insights into the convergence of digital business management accounting and economics It would be beneficial for scholars professionals and legislators who wish to stay informed and engaged in our rapidly evolving digital landscape

Strategic Innovative Marketing and Tourism Androniki Kavoura, Victor-Alexandru Briciu, Arabela Briciu, 2025-08-30 This open access book presents the latest findings of researchers from around the globe who presented their work at the 11th International Conference of Strategic Innovative Marketing and Tourism ICSIMAT in 2024 It provides an up to date information and discusses current trends issues and debates both theoretical and practical research on strategic innovative marketing and tourism and applications from social media and emerging technologies in Artificial Intelligence and the Internet of Everything Topics covered in the chapters include social media in marketing and tourism hospitality culture strategic tools and techniques employed and implemented by some of the top research laboratories in the world to the industry This book brings together work from both academia and industry and continues the successful impact of the previous years conference on the academic discussion of the topics

4th International Conference on Tourism, Gastronomy, and Tourist Destination (TGDIC 2023) Myrza Rahmanita, Rina Suprina, Willy Arafah, 2023-12-01 This is an open access book The 4th International Conference on Tourism Gastronomy and Tourist Destination TGDIC 2023 has the theme Rethinking Sustainable Tourism and Gastronomy in Global Context Unlike the previous conferences which were held in Jakarta Indonesia this year the conference was held offline in Kuala Lumpur Malaysia on 16th 18th October 2023 TGDIC 2023 serves as a forum for knowledge and experience sharing and invites tourism scholars practitioners decision makers and stakeholders from various regions to share their knowledge experience concepts examples of good practice and critical analysis with their international peers In addition to the organizing committee and keynote speakers the conference was attended by international presenters and participants from Indonesia Malaysia China Switzerland Thailand India and Taiwan

Strategic Business Models to Support Demand, Supply, and Destination Management in the Tourism and Hospitality Industry Carvalho, Luisa Cagica, Calisto, Lurdes, Gustavo, Nuno, 2019-08-30 The international tourism industry has seen increased growth in the past few years as millions of individuals continue to travel worldwide As one of the world's largest economic sectors creating jobs driving exports and generating prosperity worldwide hospitality and tourism management needs to continually be explored in order to update best business models and practice Strategic Business

Models to Support Demand Supply and Destination Management in the Tourism and Hospitality Industry is an essential reference source that emphasizes emergent and innovative aspects and new challenges and issues within the industry with a particular focus on demand supply and destination management Featuring research on topics such as circular economy consumer behavior and social networking this book is ideally designed for business professionals executives hotel managers event coordinators restaurateurs travel agents tour directors policymakers government officials industry professionals researchers students and academicians *Tourism and Environmental Decision Making* Albert G. Joerger,1997 **Journal of Travel Research** ,2010-02 **Building a Research Base in Tourism** ,1993 *NGO Strategy on the Environment, 2002-2007* ,2002 **Strategic Management for Tourism Communities** Peter E. Murphy,Ann E. Murphy,2004 Strategic planning within a community framework is essential for tourism to reach its potential This book combines the four principal functions of business management and stakeholder analysis to develop a model of collaborative decision making This model offers a template for communities to understand and make the most of their tourism resources *Proceedings from the Australian Tourism and Hospitality Research Conference* ,1998 **Environmental Training for Tourism Professionals** Anne Herberich,2003 *Sustainable Cities Development and Environment Protection* Nu Wen Xu,Li Tian,Feng Dai,2013-08-08 Selected peer reviewed papers from the 2013 International Conference on Civil Architecture and Building Materials 3rd CEABM 2013 May 24 26 2013 Jinan China **Indicators of Sustainable Development for Tourism Destinations** World Tourism Organization,2004 Describes over 40 major sustainability issues ranging from the management of natural resources waste water energy etc to development control satisfaction of tourists and host communities preservation of cultural heritage seasonality economic leakages or climate change For each issue indicators and measurement techniques are suggested with practical information sources and examples Contains a procedure to develop destination specific indicators their use in tourism policy and planning processes as well as applications in different destination types e g coastal urban ecotourism small communities Numerous examples and 25 case studies provide a range of experiences at the company destination national and regional levels from all continents **Tourism Marketing and Management Handbook** Stephen F. Witt,Luiz Moutinho,1994 This handbook provides a detailed guide to marketing and management in tourism in the 1990s This second edition features 100 contributions from international authorities on the subject new chapters reflecting the issues of increasing importance in tourism greater emphasis on management and internationally applicable topics and major revisions of all existing chapters The contents have been reorganized by subject area for convenience Designed to provide a user friendly reference the topics covered include cost benefit analysis hotel marketing international tourism trends financial analysis and planning quality management and pricing and promotional strategy This edition shows the application of marketing and management techniques within the tourism industry and is appropriate for use in tourism businesses of any size

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