



Strategic Management Programme for Tourism & Hospitality Leaders



Introduction

To address the challenges posed by uncertainties in the hospitality and tourism sector, businesses require senior executives or managers with strong leadership and strategic management competencies.

Enhancing these capabilities is crucial for implementing business strategies that will drive success in an uncertain environment while identifying opportunities that competitors ignore. To achieve this, requires investment in professional development capabilities across the areas of Strategy, Sales, Technology, Marketing and Finance, alongside ambitious leadership skills to make it happen.

This programme has been designed to allow business owners, general managers and senior tourism professionals 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 business.

The first of its kind, specifically tailor made for the Irish tourism industry, the *Strategic Management Programme for Tourism & Hospitality Leaders*, offers a roadmap to future proof your business against the challenges highlighted above.



Programme objectives

On completion of the programme, you will:

- Have a clear vision and strategic direction mapped for your business
- Understand your leadership skills, awareness and judgement to help you understand your personal leadership style and impact on team performance
- Articulate a clear value proposition and a strategic sales and marketing position for your business
- Have developed an implementation plan which can respond to the changing business environment
- Have established a competitive strategy to guide the sustainable development of your business over the next 3–5 years
- Have the ability and confidence to execute robust financial plans to fund the sustainable growth of your business

Who is this programme for?

This ten day programme is specifically designed for business owners, general managers and senior tourism professionals who have responsibility for the strategic direction, financial decisions and business performance of a tourism or hospitality organisation.

IMI/Fáilte Ireland Certificate of Competency in Strategic Management*

The programme is designed and approved so that participants who successfully complete the programme receive a Certificate of Competency in Strategic Management. This certificate, issued on behalf of IMI and Fáilte Ireland, is an industry-recognised mark of excellence. It will be awarded to participants who have successfully completed all programme modules and demonstrated the appropriate level of competence in the core programme themes.

Starting dates

This Programme will be delivered over 7 modules from:



Each module is typically 1.5 – 2 days in duration.



Programme Pillars

This programme has been structured into different Pillars, each of which addresses the key competencies senior tourism managers must acquire if they are to deliver and drive success across all spheres of their business.



Business Diagnostic Framework

- Introduction to a modern business diagnostic framework for the tourism sector.
- Apply this framework method to your own business.
- Learn to analyse the findings and apply the implications to 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: 1 Day

Date: 09 Dec 2019



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: 07 & 08 Jan 2020



Business Mentoring

On-site mentoring will be provided by the Programme Director. Business Mentoring can be extended to include the businesses wider Management Team (if desired).

Duration: 0.5 days

Date: Agreed with individual business



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: 04 & 05 Feb 2020

Mentoring and Support >

Presentations from subject experts and industry leaders >



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 Feb 2020



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 psychometric 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: 21 & 22 Apr 2020



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: 1.5 Day

Date: 19 & 20 May 2020



Business Plan Presentations & Graduation

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.

Duration: 1 Day

Date: 10 Jun 2020

Business Mentoring Clinics will provide guidance in the application of learning within your business



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





Past Programme Graduate Feedback

// Attending this course has given me a deeper strategic understanding of the hospitality sector. I cannot emphasise enough how beneficial this has been personally to myself or to my company. Being able to implement my diagnostic findings within the hotel has benefited both myself and my leadership teams and more importantly the hotel itself. This course pays back what you put in. //

Richard Taylor (Deputy General Manager), *Slieve Donard Resort & Spa*

// 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 (General Manager), *Galmont Hotel Galway*

// The business diagnostic tool focused on what we could actually do to meet the challenges facing our organisation. The programme will have a big effect on the business over the next five years. //

Nicola McDonnell (General Manager), *Irish Whiskey Museum*

// Using the knowledge and tools provided to us, I have been able to take the learnings and directly apply them to our unique business situation. I would highly recommend the course to any Attraction Manager or business leader in general, as they will emerge a more rounded and successful leader in the future. //

John Crotty, *Spike Island Manager*

// I particularly benefited from the programme by developing a focus on strategic development of the attraction and this was informed by gaining knowledge from expert speakers in relevant fields. The networking with peers provided insights, problem solving and helped build confidence. I would highly recommend this opportunity to tourist attraction managers. //

Ann Waters (Former Manager), *Hook Lighthouse, Wexford*

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:

Michael Comyn

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

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.

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.

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.

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.

Oonagh Cremins

Oonagh Cremins is a specialist in developing commercial strategies for a broad range of suppliers to the tourism industry, whether they be hotels, accommodation providers, associations and visitor attractions.

Having held positions as Group Revenue Manager & Head of Sales & Revenue for Jury Doyles Group, Oonagh now owns her own successful consultancy company The Innovate Room.

Programme Providers

The Strategic Management Programme for Tourism & Hospitality Leaders 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.



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.

How to apply

Business owners and senior tourism managers (decision makers) interested in this programme are invited to express their interest by completing our online Application Form to determine their suitability and readiness for this programme.

Please complete the Application Form via
www.surveymonkey.com/r/FailteIrelandTourismLeaders

The fee to benefit from this programme is €3,300. This fee has been reduced from €6,000, due to the Fáilte Ireland subsidy.

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 or **(087) 906 4556**.
Alternatively, contact Amanda Horan, Fáilte Ireland, at amanda.horan@failteireland.ie or **(086) 803 4910**.