

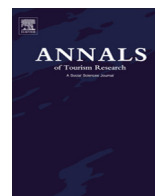


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# Critical review of strategic planning research in hospitality and tourism

Paul Phillips <sup>a,\*</sup>, Luiz Moutinho <sup>b</sup>

<sup>a</sup> University of Kent, United Kingdom

<sup>b</sup> University of Glasgow, Scotland, United Kingdom

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### ABSTRACT

Strategic planning remains one of the most popular management tools, but theoretical and empirical developments in the academic literature have been a slow burn. This paper addresses this gap and provides an up-to-date review of hospitality and tourism strategic planning research. We review strategic planning research from 1995 to 2013 in seven leading tourism academic journals, and adopt a modern and broad conceptualization of strategic planning. While there is some awareness of effective tourism strategic planning processes, academic research has not kept pace with practice. To stimulate a resurgence of research interest, we provide future research directions. We observe a methodological introspection and present some new research methodologies, which are critically important in researching the turbulent, chaotic and nonlinear tourism environment.

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## Introduction

Although strategic planning remains a popular activity within organizations (Rigby & Bilodeau, 2011; Whittington & Cailluet, 2008), it is surprising that the subject has received relatively little attention in the tourism literature (Athiyaman & Robertson, 1995; Gilbert & Kapur, 1990; Soteriou & Roberts, 1998). Despite strategic planning being advocated as beneficial and an agent of change (Fletcher & Cooper, 1996; Franck, 1990; Getz, 1983), the paucity of empirical tourism research is

\* Corresponding author.

E-mail addresses: [P.A.Phillips@kent.ac.uk](mailto:P.A.Phillips@kent.ac.uk) (P. Phillips), [Luiz.moutinho@glasgow.ac.uk](mailto:Luiz.moutinho@glasgow.ac.uk) (L. Moutinho).

peculiar. Whereas, strategic planning was a novelty tool in the 1980s, it has become orthodox practice. Strategic planning is an important management tool for profit and non-profit making organizations in competitive and turbulent environments (Liu, Sigauw, & Enz, 2008). As the world, as we know it, continues to change, the inconsistency between strategic planning popularity in theory and practice is worrying. Recognizing the existence of this dichotomy is important for the future development of strategic planning research.

This study adopts Slattery's (2002) explanation of the hospitality sector and Cooper's (2006) definition of tourism. Slattery (2002) depicts the structure of hospitality as: freestanding (e.g. hotels and cruise ships), operations within leisure venues (e.g. casinos and sports stadia), operations in travel venues (e.g. airports and railway stations) and subsidised hospitality (e.g. workplaces and education). Cooper's (2006) definition of tourism incorporates both public and private sector organizations and their articulation at the destination level. The current economic upturn suggests that tourism will not experience merely another business cycle, but a restructuring of the economic order. During the economic slump for the first time, everyone from the richest person in the richest city, to the poorest person in the poorest slum was affected by the same crisis (Brown, 2010). As Albert Einstein famously quoted "We cannot solve problems by using the same kind of thinking we used when we created them". Moreover, new strategies are required if organizations wish to prosper and survive new environments (Baden-Fuller & Stopford, 1994; Markides, 1998).

Priem, Butler, and Li (2013) reveal that dynamic interactions often spurred by consumers' expressed, anticipated or latent needs are commonplace in many industries. This study assumes that hospitality and tourism is no exception. Tourism remains a critical economic activity, which continues to grow. More broadly, tourism is a large export earner and major generator of foreign exchange earnings and employment. This growth and increasing competitiveness creates a need for a coordinated and planned approach. Moreover, the financial crisis of 2008 has led to a subsequent global economic downturn marking the beginning of the "new normal", characterised by fundamental changes in the appetite for risk taking, trajectory of globalization, and nature of consumption patterns. Tourism with its links with globalization, governments, business and society has been caught up in this maelstrom, and needs new forms of strategic thinking. This has gained traction through recent publications, such as Song, Dwyer, Li, and Cao (2012), who call for continuous efforts in seeking new tourism approaches, tools and perspectives. From a business and management perspective, Ritchie (1999) draws attention to the growing level of international competition in the tourism marketplace that makes strategic planning increasingly imperative. Liu et al. (2008) mention strategic planning as a fundamental tool for success and survival of a tourist destination. Earlier strategic planning research focussed on tourism enterprises (Athiyaman & Robertson, 1995; Gilbert & Kapur, 1990; Phillips & Moutinho, 2000) with interest in not-for-profit tourism enterprises growing in more recent work (e.g. Soteriou & Coccossis, 2010). Contemporary developments in tourism highlight, the mixed nature of the industry consisting of private firms, public agencies and not-for-profit associations (e.g. Andersson & Gertz, 2009). The mixed industry exacerbates the difficulties of coordinating strategic planning efforts at the destination level.

Traditional tourism destinations have spent the last 50 years developing industrial methods to cope with a growing demand. However, those responsible for strategy have been surprised by the speed and impact of the globalization process, including the internationalization of tourism demand and the emergence of new competing regions. Hospitality and tourism consist of several nuances ranging from being both capital and labour intensive (Olsen, West, & Tse, 2008). The structure of the hospitality field includes globally dispersed units, franchised, managed operations, and independent operators. These units will have differing governance structures and revenue streams for principals and agents. The intangible nature of the tourism experience renders further complications. For example, the generation of a valuable tourism experience depends on the provision of intangible services, which are mainly derived from intangible assets/resources such as knowledge and innovative capability (Voelpel, Leibold, & Eckhoff, 2006). These intangible assets/resources require the adoption of a greater systemic perspective in strategic planning. Moreover, the practice of strategic planning may differ due to influences on national culture, and economic climate.

Tribe (2010) outlines nine differing contexts and uses of strategy in tourism. These range from destinations, trade associations to special events and strategies for specific defined needs. Due to

the multi-faceted traits of the hospitality and tourism industry and the tremendous amount of ataxia ignited by the technological agitation, new strategic thinking in the sector is determinant. Probably more than in many other industries, hospitality and tourism increasingly needs to implement strategy by discovery and be sceptical of strategies premised on certainty. For many governments hospitality and tourism remain the number one sector. However, much more dilemma management, strategic agility, sense and respond models and organisational stretch are called for. By doing so, both governments and organizations in the hospitality and tourism industry will be able to much better “navigate” in the new economy and the new normal environment. This will allow them to become much more permeable organisations by accepting a new orientation linked with the business of meaning, so that in the future they will become shape-shifters in the new tourism business ecosystems. Collectively, these issues will mean that those responsible for strategic planning need bespoke solutions for hospitality and tourism.

We now turn our discussion to consider the broad aims of our investigation. Through this paper we provide a holistic view of hospitality and tourism strategic planning literature, and use the context of the mainstream literature to capture the salient changes taking place. By identifying and mapping the various approaches of prior studies, knowledge on hospitality and tourism strategic planning will advance. We provide a longitudinal view of the changes taking place, and propose that practice will be enhanced through innovations in strategic planning. Very few endeavours have been made in reviewing strategic planning within the hospitality and tourism field. Exceptions include [Athiyaman and Robertson \(1995\)](#), [Fletcher and Cooper \(1996\)](#) and [Olsen and Roper \(1998\)](#), who provide useful reviews of the literature. Also, as the terms strategic planning and strategic management are sometimes loosely employed, we perform a brief view of strategic management literature to consider general trends.

To date there has been some inertia to assess the wider picture of what has been learnt about the extent tourism destinations and organizations explicitly engage in strategic planning. A paucity of research explains how they conduct strategic planning, and what comes out of such efforts in the short, medium and long-term horizons. Given these observations, the hospitality and tourism strategic planning research stream now deserves to be rigorously analysed and this article addresses this significant gap. The findings of this research need to be integrated with prior and future research to illustrate the extent to which strategic planning can generate healthy outcomes for its stakeholders. By consolidating and synthesizing strategic planning research to better understand what has been learnt and what gaps remain, will enable researchers to reposition themselves at the forefront of knowledge, advancing methodologies and concepts, as well as searching for new methods for redesigning internal and external environments. This study offers a critical up-to-date review of hospitality and tourism strategic planning research, and uses the framework of [Wolf and Floyd \(2013\)](#) to guide the initial analysis to provide a number of new research agendas. [Harrington and Ottenbacher's \(2011\)](#) strategic management main and key subtopic areas were used to briefly review articles.

## Strategic management

To better understand the future of strategic planning research, there needs to be some consideration of the historical perspective of strategic management. The evolution and structure of strategic management has been the focus of qualitative and quantitative investigations ([Farjoun, 2002](#); [Furrer, Thomas, & Goussevskaia, 2008](#); [Herrmann, 2005](#); [Hoskisson, Hitt, Wan, & Yiu, 1999](#); [Ramos-Rodriguez, & Ruiz-Navarro, 2004](#); [Ronda-Pupo & Guerras-Martin, 2012](#)). Due to the limitations of space, we provide a brief discussion of the development of mainstream strategic management. With its applied and humble origins in the 1960s, strategic management has evolved from its case study origins and has developed theories and concepts that are increasingly sophisticated. During the last four decades, approaches are both quantitative and qualitative. Terms such as “swings of a pendulum” ([Hoskisson et al., 1999](#)) and “ferment” ([Herrmann, 2005](#)) provide vivid illustrations of these developments. [Herrmann \(2005\)](#) observes three eras of ferment, which originate through breakthrough innovations, or technological discontinuities. The first era (1960–1970s) provides the first definitions of strategy and how researchers advanced the field of uncertainty. During the 1970s this led to the sep-

aration between strategy process (Quinn, 1980) and strategy content (Montgomery, Wernerfelt, & Balakrishnan, 1989) research. The resource-based view of the firm (Wernerfelt, 1984) was the second era of ferment. The idea that firms create sustainable competitive advantage by developing and applying distinctive firm resources were the central tenet of the resource-based view. Porter's (1980, 1985) models of competitive advantage based on core competencies and resources accelerated the evolution. More recently, the use of technology together with salient intangible resources are being linked with new sources of competitive advantage. Technology has a significant role to play in assisting organizations in managing and promoting knowledge, learning and innovation. Herrmann's (2005) perspectives are consistent with Hoskisson et al. (1999) and Farjoun (2002).

Hoskisson et al. (1999) 'swings of a pendulum' acknowledges the shifting in focus of empirical research. Organizations focused on internal issues during the 1960s, and swung back to industry structure in the 1970s and early 1980s. The focus swung back to internal resources during the 1990s. Farjoun (2002) notes two key progressions of the strategy literature. A mechanistic perspective views strategy mainly as a posture with position and scope being the dominant themes. The organic perspective includes strategy process research, evolutionary and process models, and interactive and integrative views. The latter perspective, presents an important change in underlying epistemological assumptions as the preferred method (Farjoun, 2002). Using bibliometric techniques, Ramos-Rodríguez and Ruiz-Navarro (2004) identify the most influential work in strategic management research for the period 1980 to 2000. Interestingly, of the 20 most frequently cited works, 18 were published in book form and only two as journals articles. Porter's (1980, 1985) contributions to industrial economics with emphasis on structure-conduct-performance paradigm placed him at the forefront of academics. The two articles included in the top 20, were the works of Wernerfelt (1984) and Barney (1991). The former author proposed the resource-based view of the firm, and the latter developed a model for the application of resource-based view.

Furrer et al. (2008) assess the content and evolution of strategic management research. Their analysis includes 26 years of strategic management research published in the four leading journals in the field, namely, *Academy of Management Journal*, *Academy of Management Review*, *Administrative Science Quarterly*, and the *Strategic Management Journal*. Hoskisson et al. (1999) 'swings of a pendulum' trend was observed, presenting a swing back from an outside perspective to an inside perspective. Among the 41 most influential articles 25 (61%) have their main focus on capabilities, 19 (46.3%) on performance, 15 (36.6%) on alliances, 15 (36.6%) on organization, 9 (22%) on competition, 8 (19.5%) on innovation, 6 (14.6%) on environment and 6 (14.6%) on industry.

## Strategic planning

In light of the continued popularity of strategic planning in strategy development (Wolf & Floyd, 2013), we feel it is appropriate to take stock of the major developments, which originate with a series of influential strategy work (e.g. Andrews, 1971; Ansoff, 1965; Chandler, 1962; Hofer & Schendel, 1978; Steiner, 1979). Five decades after the seminal work of Chandler (1962), empirical studies still demonstrate that strategic planning remains deeply embedded in organizations (Grant, 2003). Since its earliest days, strategic planning approaches were preoccupied with the economic and planning-performance perspective (e.g. Fulmer & Rue, 1974; Grinyer & Norburn, 1975; Herold, 1972; Thune & House, 1970) and the process of strategy formulation (e.g. Mintzberg & Waters, 1985; Pascale, 1984). Greenley (1994) identified 29 empirical studies investigating the association between strategic planning and performance. He classifies the studies into three groups. In the first group of nine studies, Greenley (1994) found no association between strategic planning and performance. In the second group of twelve studies, there was an association between strategic planning and performance. In the third group, it was found that companies with strategic planning outperformed those that possess no strategic planning activities. Increasingly, strategic planning research is now being influenced by wider concerns to humanize management and firm research (Whittington, Pettigrew, & Thomas, 2002).

Mintzberg, Ahlstrand, and Lampel (2008) provide an excellent critique of the ten strategy schools, with the strategy literature emphasizing deliberate rather than emergent approaches (e.g. Bower & Gilbert, 2005). Mintzberg et al. (2008) distinguish between prescriptive schools: design, planning

and positioning (e.g. Andrews, 1971; Ansoff, 1965; Chandler, 1962; Farjoun, 2002) and descriptive schools: cognitive, cultural, environmental, learning and power (e.g. Bower, 1970; Lovas & Ghoshal, 2000; Quinn, 1980). The two schools have elements of both configuration and entrepreneurial. Prahalad and Hamel (1990) dynamic capabilities approach including core competences, strategic intent and stretch, overlap across the schools. Mintzberg and Lampel (1999) categorize the resource-based view (e.g. Barney, 1991; Grant, 1991; Wernerfelt, 1984) as descriptive, and a hybrid of cultural and learning school. Contrary to some opinions, the ten schools do not have to be viewed as fundamentally different.

For this study we adopt a strategic planning definition based on the design school, and assume that the purpose of strategic planning is not solely to generate plans. We concur with Jarzabkowski and Balogun (2009) who assert that formal strategic planning is concerned with defining, determining and implementing strategic initiatives. The design school adopts a deliberate approach to the setting of objectives and goals, formulating targets and metrics, and allocating resources (Ansoff, 1991). Mintzberg, Brunet, and Waters (1986) argue that the reality of strategic planning processes bore little resemblance to the advocated formal, rational, strategic planning process. Mintzberg and Lampel (1999) state that scholars and consultants should continue to probe into the design school. The strategy literature appears captivated by the notion of “design versus process”, which encapsulates the differences between deliberate and emergent strategies (Mintzberg & Waters, 1985). Emergent strategies can derive from strategic patterns in the absence of intentions (Mintzberg & McHugh, 1985).

The absence of human actors together with their actions and effects on outcomes has led to a change of focus. At first during the earlier studies, the human factor was seen more as a potential source of trouble (Lyles & Lenz, 1982), rather than a source of value contribution. For Eppler and Platts (2009), strategic planning processes are demanding tasks for managers and pose a number of cognitive, social and emotional challenges. Relatively little is known about the actual activities, which lead to the formation of a strategic plan, or the purposes that these activities serve within the organization (Spee & Jarzabkowski, 2011). These gaps in knowledge are reflected in the strategy-as-practice (SAP) perspective, which analyzes the micro processes involved in strategic planning (Jarzabkowski, Balogun, & Seidl, 2007; Johnson, Merlin, & Whittington, 2003; Whittington, 2006). In addition to SAP studies in the traditional profit-making context, some researchers have a particular interest in not for profit, such as universities (Jarzabkowski, 2003) and cities (Kornberger & Clegg, 2011; Vaara, Sorsa, & Palli, 2010). Formal procedures such as strategy workshops (Johnson, Prashantham, Floyd, & Bourque, 2010) and meetings (Jarzabkowski & Seidl, 2008) have considered strategizing activities (Vaara & Whittington, 2012). The new micro-foundations approach to strategy (Eisenhardt, Furr, & Bingham, 2010; Foss, 2011) provide insights into how actors are enabled by organizational and wider social practices in decision-making. The efforts of SAP researchers during the last decade have enabled strategic planning research to move away from the sole preoccupation with macro processes.

Recent research on practice theories is becoming increasingly influential in the management literature (e.g. Tengblad, 2012), organizations (e.g. Miettinen, Samra-Fredericks, & Yanow, 2009), management learning (e.g. Gherardi, 2009), and technology (e.g. Orlikowski, 2007). Practice approaches can be categorized as being empirical, theoretical and philosophical (Feldman & Orlikowski, 2011). Collectively, SAP has led to a breakthrough from the economic performance dominance in earlier strategic planning research. The growing theoretical and practical relevance of SAP is evidenced with special issues in leading academic journals, such as *Management Studies* and *Human Relations* and a website with excess of 2000 members (<http://www.sap-in.org/>) covering more than 100 countries.

## Methodology

This paper provides a review of strategic planning research and makes a contribution to the literature by adopting a modern and broad conceptualisation of strategic planning. The strategic planning research framework of Wolf and Floyd (2013), which incorporates the role of strategic planning (practitioners); the underlying routines, norms and procedures of strategic planning (practices); and the actual activities of planners (praxis) is used to guide the study. We seek to map a landscape for future hospitality and tourism strategic planning research and use our findings to identify implications for

academic rigor and practitioner relevance. The aim is to consider how we can enrich our understanding and make strategic planning more legitimized in the academic and practitioner tourism environments. We also provide a brief overview of the development of strategic management.

This study adopts the same journals used by Li (2008) and Sainaghi, Phillips, and Corti (2013) in their reviews of entrepreneurship and hotel performance research published in leading hospitality and tourism management journals. These journals include: Annals of Tourism Research (ATR); Cornell Hotel and Restaurant Administration Quarterly/Cornell Hospitality Quarterly (CHQ); International Journal of Contemporary Hospitality Management (IJCHM); International Journal of Hospitality Management (IJHM); Journal of Hospitality and Tourism Research (JHTR); Journal of Travel Research (JTR); Tourism Management (TM). We acknowledge that there may be articles published on strategic planning in other hospitality and tourism journals, as well as in other generic management journals. But, notwithstanding the emergence of new specialist academic journals, the sample of selected journals have an established track record of at least a quarter of a century shaping theoretical and empirical work. Moreover, we chose to limit our review to articles published in these journals because, they will help to identify salient longitudinal themes in the field.

To identify studies for review within the seven academic journals, sample selection was based on two additional criteria, keywords and year of publication. The research study was carried out during the summer of 2013 using keywords of strategic planning and planning. We noted the absence of traditional strategic planning vocabulary at the destination level, and acknowledge that researchers were dealing with issues of planning. Consequently, we also employ the keywords of destination management and planning. For this study, strategic planning is conceptualized as a formalized, periodic process that provides a structured approach to strategy formulation and control (Wolf & Floyd, 2013). This concurs with definitions by Armstrong (1982) and Ocasio and Joseph (2008). The keywords of strategic planning and planning and destination management and planning were researched in abstract, title and keywords in the following databases: Science Direct (ATR, TM, IJHM), Emerald (IJCHM), Sage (CHQ, JTR, JHTR). Following Wolf and Floyd (2013), the keywords were selected to draw clear boundaries. This research wanted to pursue an in-depth examination of hospitality and tourism strategic planning research.

The period 1995 to 2013 was selected for one primary reason. It was the year after Mintzberg's (1994a, 1994b, 1994c, 1994d) string of publications on the "fall of strategic planning". Also, full journal access for ScienceDirect, Sage, and Emerald databases were available from 1995. The database search returned 77 journal articles. Each author reviewed each paper to confirm that there was a focus on strategic planning. Following the approach of Wolf and Floyd (2013), a systematic and comprehensive literature review of strategic planning was then undertaken. This enabled the researchers to identify the method (see Table 1) and main topics (See Table 2) for mapping each publication onto the Wolf and Floyd (2013) framework (See Fig. 1). Each author classified each paper and differences in classifications were discussed and resolved. The methodology for the brief review of strategic management followed a similar pattern to that of strategic planning. The selected journals and period of review were exactly the same. The primary differences were two-fold the keyword and framework used to assess selected articles. The keyword being strategic management, and the Harrington and

**Table 1**  
Main method of study.

Method	
Conceptual	1a
Review paper	1b
Survey or experimental data	2a
Meta-analysis	2b
Scale development	2c
Mixed-method approaches	2d
Descriptive case studies and conceptual studies with illustrative case studies	3a
Inductive theory building (grounded theory)	3b
Action research	3c



**Table 2**

Main topic of study.

Topics	
Strategic planning practitioners	P1
Strategic planning practices	P2
Strategic planning praxis	P3
Proximate outcome of strategic planning	PO
Distal outcome of strategic planning	DO

Ottensbacher (2011) framework was employed. The authors read each abstract, keywords and paper to ensure that the prime focus of the article was strategic management. The objective was not to perform a detailed critique but identify salient articles and relate them to themes and subthemes. It was felt that incorporating the review of strategic management was valuable and complementary to extending the reflection of strategic planning.

### Strategic planning and strategic management research in hospitality and tourism

#### *Strategic planning research from 1995 to 2013*

Table 3 shows how the 77 journal articles are distributed amongst the seven journals. The split between the two keywords of strategic planning and destination management and planning were 51 and 26 respectively. More than 63% of articles appeared in TM (38, 49.4%), and ATR (11, 14.3%). For the period of the review, JHTR published no papers on the topic of strategic planning or destination management and planning. Table 4 presents articles, which are listed by author(s), method and topics. Interestingly, when considering the keyword strategic planning with the exception of TM, the number of strategic planning publications in highly ranked tourism journals has not increased during the last two decades. ATR last published an article on strategic planning in 2005, with 2008 being the last article published in IJCHM and CHQ respectively. However, the incorporation of the keyword destination management and planning slightly alters these observations. TM has six articles published in 2013, and ATR has two articles published in 2011 and 2013.

#### *Methods*

Strategic planning research between 1995 and 2013 is dominated by the two methods: of survey or experimental data; descriptive case studies and conceptual studies with illustrative case studies. Interestingly, with the exception of Weaver (2012), conceptual research has been absent for sometime (Lew & Mc Kercher, 2006; Ritchie, 2004; Wie, 2005), and the previous review was hospitality related (Okumus, 2004). Relatively, few academics explicitly draw on and extend prior research. Some journals appear to favour certain methods. IJHM and JTR favour surveys or experimental data. TM and IJCHM favour the two top methods of survey or experimental data, and descriptive case studies and conceptual studies with illustrative case studies. Since 2003 strategic planning research in JTR has employed survey or experimental data approaches. Mixed-method approaches are on the increase with TM, IJCHM, and CHQ publishing studies in the last five years. ATR last mixed-method study was in 2002. Methods appear to tackle contingency rather than behavioural issues. The absence of conceptual and grounded theory research among the sample supports this observation. Mixed method approaches include mail survey and focus groups (Hovinen, 2002; Liu et al., 2008), analysis of primary and secondary data (Tew, Lu, Tolomiczenko, & Gellatly, 2008), case study and questionnaire (DiPietro, Murphy, Rivera, & Muller, 2007), interviews, surveys, informal discussions, observations and secondary data (Yang & Wall, 2009). Lucia (2013) proposes an innovative mixed method methodology to track consumer behaviour at an event. Expert interviews and a hybrid method of SWOT and Analytical Hierarchy Process were used to develop a more comprehensive decision support tool (Kajanus, Kangas, & Kurttila, 2004).

Description of strategic planning (SP)

SP Practitioners	SP Practices	SP Praxis
<ul style="list-style-type: none"> <li>• Attitudes towards planning</li> <li>• Top manager roles</li> <li>• Middle Manager roles</li> <li>• Strategic planning professionals</li> </ul>	<ul style="list-style-type: none"> <li>• Formality, sophistication, comprehensiveness</li> <li>• Flexibility</li> <li>• Participation</li> <li>• Routinization</li> <li>• Ritualization</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic plans</li> <li>• Strategy workshops</li> <li>• Analytical tools</li> <li>• Creativity tools</li> </ul>



Proximate outcomes
<ul style="list-style-type: none"> <li>• Quality of strategic decisions</li> <li>• Strategic planning effectiveness</li> <li>• Integration</li> <li>• Coordination</li> <li>• Strategy communication</li> <li>• Legitimation</li> <li>• Shared understanding and commitment to strategy</li> <li>• Strategy thinking</li> <li>• Planned emergence</li> </ul>



Distal outcomes
<ul style="list-style-type: none"> <li>• Organizational performance</li> <li>• Adaptation</li> <li>• Strategic change and renewal</li> <li>• Realized strategy</li> <li>• Organizational learning</li> <li>• Strategic legitimacy</li> <li>• Dynamic capability</li> </ul>

Adapted from Wolf & Floyd, 2013

Fig. 1. Mapping the landscape of strategic planning research.

Topics

Unsurprisingly given their aims and objectives, academic journals appear to have their preferences for research topics. IJCHM appears to favour strategic planning practice and praxis, whereas JTR and CHQ favour strategic planning practice. The most popular focus topic by far is strategic planning practice. An encouraging sign was the growth of articles that consider strategic planning practitioners



**Table 3**

Strategic planning &amp; destination management and planning output per academic journal 1995–2013.

Journal	Number of Articles	%
Tourism Management	38	49.3
Annals of Tourism Research	11	14.3
International Journal of Contemporary Hospitality Management	10	13.0
International Journal of Hospitality Management	8	10.4
Journal of Travel Research	8	10.4
Cornell Hospitality Quarterly	2	2.6
Journal of Hospitality and Tourism Research	0	0
Total	77	100

**Table 4**

Strategic planning &amp; destination management and planning included articles 1995–2013.

Author(s)	Method	Topics
<i>Tourism Management</i>		
Faulkner and Valerio (1995)	3a	P3, PO
Athiyaman and Robertson (1995)	2a	P2, PO
Bramwell (1997)	3a	P2, PO
Godfrey (1998)	2a	P2, DO
Ritchie (1999)	3a	P2, PO
d'Hautesserre (2000)	3a	P2, DO
Faulkner (2001)*	1a	P3, PO
Kajanus et al. (2004)	2d	P3, PO
Ritchie (2004)	1a	P2, DO
Wie (2005)	1a	P2, DO
Beesley (2005)*	3a	P2, PO
Maitland (2006)	3a	P2, PO
Claver-Cortes, Molina-Azorin, and Pereira-Moliner (2006)	2a	P2, DO
Truong and Foster (2006)*	2a	P3, DO
Page et al. (2006)*	2a	P3, DO
Dredge (2006)*	3a	P1, P2, PO
Schianetz et al. (2007)**	3a	P2, DO
Stokes (2008)**	3a	P1, P2, PO
Singh and Hu (2008)	3a	P2, PO
Martinez-Garcia and Raya (2008)*	3a	P3, PO
Jang and Chen (2008)*	3a	P3, DO
Lee and Lee (2009)	2a	P3, DO
Connell et al. (2009)*	3a	P1, P2, DO
Yang and Wall (2009)	2d	P1, P2, PO
Vila, Costa, and Rovira (2010)**	2a	P2, P3, DO
Bornhorst et al. (2010)**	3a	P2, DO
Devine and Devine (2011)	3a	P1, P2, PO
Beritelli and Laesser (2011)*	3a	P1, P2, PO
Kytzia et al. (2011)*	3a	P3, PO
Weaver (2012)*	1a	P2, DO
Jurado et al. (2012)*	3a	P1, P2, DO
Smallwood et al. (2012)*	2a	P3, PO
Lin and Yeh (2013)	2a	P2, P3, PO
Lucia (2013)	2d	P2, P3, DO
Matheson and Finkel (2013)	3a	P1, P2, PO
Becken and Hughey (2013)*	3a	P1, P2, PO
Huang et al. (2013)*	2a	P2, PO
Sun et al. (2013)*	3a	P1, P2, DO
<i>International Journal of Contemporary Hospitality Management</i>		
Author(s)	Method	Topics
Yasin and Zimmerer (1995)	1a	P2, P3, PO
Collier and Gregory (1995)	3a	P3, PO
Eccles (1995)**	1b	P2, PO

Table 4 (continued)

Author(s)	Method	Topics
Edgar and Nisbet (1996)	1a	P2, DO
Phillips and Moutinho (1999)	2a	P2, P3, PO
Anderson et al. (2001)	3a	P3, PO
DiPietro et al. (2007)	2d	P2, DO
Severt and Palakurthi (2008)	3a	P2, PO
Tew et al. (2008)	2d	P2, PO
Murphy and Kielgast (2008)	3a	P2, P3, PO
<i>International Journal of Hospitality Management</i>		
Fenich (1995)	2a	P2, DO
Kim (1996)	2a	P2, PO
Phillips (1996)	2a	P2, DO
Olsen and Roper (1998)	1b	P2, DO
Kemp and Dwyer (2001)	3a	P2, DO
Okumus (2004)	1b	P3, PO
Ayoun and Moreo (2008)	2a	P2, PO
Aldehayyat (2011)	2a	P1, P2, P3, PO
<i>Journal of Travel Research</i>		
Soteriou and Roberts (1998)	1a	P2, PO
Phillips and Moutinho (2000)	2a	P2, P3, PO
Hassan (2000)*	1a	P3, DO
Benckendorff and Pearce (2003)	2a	P2, PO
Sarigollu and Huang (2005)	2a	P2, PO
Rodriguez-Diaz and Espino-Rodriguez (2008)	2a	P2, PO
Soteriou and Coccossis (2010)	2a	P2, PO
Lehto (2013)*	2a	P3, PO
<i>Annals of Tourism Research</i>		
Fletcher and Cooper (1996)	3a	P2, DO
Williams et al. (1998)	3a	P3, DO
Collins (1999)	1b	P2, PO
Dredge (1999)*	1a	P3, PO
Bramwell and Sharman (1999)*	3a	P2, P3, PO
Hovinen (2002)	2d	P3, DO
Johnson and Vanetti (2005)	2a	P2, DO
Northcote and Macbeth (2006)*	3a	P3, DO
Lew and McKercher (2006)*	1a	P3, PO
Lorenzini et al. (2011)*	3a	P3, DO
Masiero and Zoltan (2013)*	2a	P3, PO
<i>Cornell Hospitality Quarterly</i>		
Fulford and Enz (1995)	2a	P2, PO
Liu et al. (2008)**	2d	P2, PO

\* Identified from destination management and planning keyword search.

\*\* Identified in Strategic planning & destination management and planning keyword searches.

(Aldehayyat, 2011; Beritelli & Laesser, 2011; Matheson & Finkel, 2013; Stokes, 2008; Weaver, 2012). Aldehayyat (2011) was the only article within the sample that explicitly considered all three types of strategic planning. Considering behavioural issues, Matheson and Finkel (2013) highlight stakeholder tensions, and Beritelli and Laesser (2011) assess power dimensions and influence. Weaver (2012) looks at induced paths to sustainable mass tourism convergence. Encouragingly, Stokes (2008) uses three frameworks assessing tourism strategy making: organizational structure; processes and people; and decision criteria.

Recent, strategic planning approaches in TM have been applied to disaster risk reduction (Becken & Hughey, 2013), 3D virtual worlds (Huang, Backman, Backman, & Moore, 2013), sex trafficking and mega events (Matheson & Finkel, 2013), economic performance measurement systems (Lucia, 2013) and analysis of tour values (Lin & Yeh, 2013). Our analysis highlights the breadth of topics covered in recent articles. Lin and Yeh (2013) and Lucia (2013) consider both strategic planning practice and strategic planning praxis. The former paper adopts a survey and the latter employs a case study approach, whereas, Matheson and Finkel (2013) consider stakeholder perceptions (strategic planning

practitioners) and strategic planning practices. Interestingly, strategic planning praxis was a feature of ATR destination type articles, which tended to be quantitative. These studies includes: tourists intra-destination visits and transport mode (Masiero & Zoltan, 2013); yield (Northcote & Macbeth, 2006); tourism movements (Lew & McKercher, 2006).

In contrast, the earlier articles in TM mainly considered one of the three descriptions of strategic planning, that being practice. Organizational outcomes, short-term (proximate) and long-term (distal) were considered. Proximate approaches include enhancing effectiveness using demand forecasting (Faulkner & Valerio, 1995); strategic planning (Athiyaman & Robertson, 1995); SWOT analysis (Kajanus et al., 2004); strategic alignment (Singh & Hu, 2008); visitor movements (Smallwood, Beckley, & Moore, 2012); land efficiency (Kytzia, Walz, & Wegmann, 2011); Ethnic tourism (Yang & Wall, 2009). Distal approaches included sustainable tourism (Godfrey, 1998); chaos, crises and disaster (Ritchie, 2004); hospitality performance (Claver-Cortes, Molina-Azorin, & Pereira-Moliner, 2006); financial portfolio approach (Jang & Chen, 2008); conceptualizing yield (Northcote & Macbeth, 2006) and tourism success (Bornhorst, Ritchie, & Sheehan, 2010). The more recent distal approaches considered outcomes in much greater detail than say, solely organizational performance.

### *Where strategy meets practice*

The SAP framework contains three parameters, practitioners (people who perform the work of strategy), practices (social, symbolic and material tools through which strategy work is done) and praxis (flow of activity in which strategy is accomplished). Using these lenses the following section will consider how prior research has considered these parameters.

Strategic planning practitioners: Investigations into the role and identity of actors involved as strategic planning practitioners is a recent phenomenon (Aldeharryat, 2011; Beritelli & Laesser, 2011; Devine & Devine, 2011; Jurado et al., 2012; Matheson & Finkel, 2013; Stokes, 2008; Sun, Rodriguez, Wu, & Chuang, 2013). These studies provide new insight into strategy at work within organizations. All of these studies consider both practitioners and practices and are starting to illuminate some of the socially complex processes involving managers' role. Jarzabkowski et al. (2007) define strategy as a situated, socially accomplished activity, which has been borne out by tourism research. In conclusion, Stokes (2008, p. 261) states that "at a practical level, this research offers a platform for public sector agencies and others engaged in strategy formulation to reflect upon and enhance their practices". The teaching of strategy from a purely prescriptive standpoint was also questioned. Devine and Devine (2011) studied the problem of partnership overload and its impact throughout the value chain. Stakeholder perceptions of the link between sex trafficking and the Vancouver Games provide a distinct insight into social impact (Matheson & Finkel, 2013). The problem of hotel room sales and imbalance of power between stakeholders was a feature of the study by Sun, Rodriguez, Wu, and Chuang (2013). Involvement of board of directors, middle managers and planning departments were investigated by Aldeharryat (2011), who notes a positive relationship with hotel size. However, there was a negative relationship for general manager participation with hotel size.

Strategic planning practices: Within the sample, the studies by Athiyaman and Robertson (1995) and Phillips (1996) were oriented towards informing debates on the strategic planning-performance relationship. Phillips and Moutinho (2000) propose the strategic planning index (SPI) for measuring the effectiveness of salient planning processes. Considering strategic planning prior and after a mega-event, Bramwell (1997) identifies the three theoretical perspectives on strategy: classical, processual and systemic. Soteriou and Roberts (1998) present a model of the strategic planning process for National Tourism Organizations. More traditional approaches to destination management and planning were the focus of several studies (e.g. Becken & Hughey, 2013; Connell, Page, & Bentley, 2009; Eccles, 1995; Jurado et al., 2012). Benckendorff and Pearce (2003) unearth a pattern of findings indicating that destination attractions with the highest level of planning tend to have higher levels of perceived performance and be more profitable. As previously stated much of the earlier mainstream strategic planning research is concerned with performance outcomes. The tourism literature displays a similar trend.

One long-espoused perspective is that producing a tourism strategy and implementation plan is challenging (e.g. Fletcher & Cooper, 1996). Yasin and Zimmerer (1995) advocate a careful and system-

atic approach to strategic planning. Encouragingly, Athiyaman and Robertson (1995) demonstrate that tourism strategic planning practices compare favourably to manufacturing firms. There is evidence to support strategic planning success in a tourism context. The successful development of the Foxwoods Casino Resort requires experience, so that risk taking, innovation and creativity enhance competitiveness (d'Hauteserre, 2000). Claver-Cortes et al. (2006) consider strategic groups and performance. Soteriou and Coccossis (2010) expand Soteriou and Roberts (1998) work by incorporating sustainability into the strategic planning of National Tourism Organizations. Rodriguez-Diaz and Espino-Rodriguez (2008) cite that integrated measures based on sustainability ought to be used in re-launching the destination. This enhanced sophistication of strategic planning accords with Phillips and Moutinho (2000) SPI tool, which possess four design parameters of planning: sophistication, participation, formalization and thoroughness. Organization culture influences strategic planning practices with rituals, routines, stories, symbols and power affecting the instrument of strategy and the individual (Beritelli & Laesser, 2011; Kemp & Dwyer, 2001). As a way to broaden the scope, Ayoun and Moreo (2008) suggest that international hotel groups should consider the cultural dimension of uncertainty avoidance when recruiting and selecting their managers. The level of uncertainty in tourism has increased the interest of crisis management. Given, events such as September 11, Bali bomb attacks and tsunamis, strategic approaches are imperative for the tourism industry. The emergence of a body of knowledge in crisis management is timely (Becken & Hughey, 2013; Faulkner, 2001; Page, Yeoman, Munro, Connell, & Walker, 2006; Ritchie, 2004; Tew et al., 2008).

Praxis of strategic planning: How participants engage and the tools they use in strategic planning activities are becoming increasingly important. Recent ATR articles focus on tools that can aid those responsible for those working in a destination environment (Lew & Mc Kercher, 2006; Lorenzini, Calzati, & Giudici, 2011; Masiero & Zoltan, 2013; Northcote & Macbeth, 2006). Strategic management accounting role in strategic planning is increasingly being used (Collier & Gregory, 1995). Yet, Jang and Chen (2008) is the only finance related study linking finance with strategic planning. Williams, Penrose, and Hawkes (1998) advocate shared decision-making as a planning tool in the quest for sustainable land use in British Columbia, Canada. Hovinen (2002) revisits Butler's destination life cycle model for Lancaster County, USA. Okumus (2004) provides recommendations about how environmental scanning activities can be best carried out in complex and dynamic environments. Adopting a research led approach, Anderson, Groves, Lengfelder, and Timothy (2001) emphasize employee training by involving staff in problem solving and strategic planning. Lee and Lee (2009) deploy importance-performance analysis for a cross-cultural comparison of the image of Guam. The traditional SWOT analysis tool was adapted to incorporate an Analytical Hierarchy Process (Kajanus et al., 2004).

### *Strategic management research from 1995 to 2013*

The importance of strategic management and strategic thinking has never been greater in hospitality research (Harrington & Ottenbacher, 2011). Despite some consistencies of prior reviews, the lexicon of strategic management remains internally inconsistent and confusing (Leontiades, 1982). Ronda-Pupo and Guerras-Martin (2012) state that the central concept of the discipline of strategic management is strategy. As the terms strategic management and strategic planning are sometimes used interchangeably, we broaden the keyword search to include strategic management. The keyword search of strategic management enables us to trace its evolution and identify the main streams of research in leading hospitality and tourism journals. Instead of using the Wolf and Floyd (2013) strategic planning framework, which enables a detailed review of strategic planning, we employ another. Harrington and Ottenbacher (2011) were able to identify strategy-related articles published in leading hospitality journals (IJHM, JHTR, CHQ, IJCHM) for 2005 through 2009. The main topic areas and key subtopics identified by Harrington and Ottenbacher (2011) were used to analyse the selected articles. As observed by Harrington and Ottenbacher (2011), some articles had elements in more than one topic area. The final decision for topic was based on title, abstract, and keyword. In his two-year review 2002 to 2003, Olsen (2004) concludes that the field of strategy in hospitality is rich with relationships yet to be investigated. We now explore the strategic management literature over the period 1995–2013 to see what has been investigated.

A total of 48 articles were identified and Table 5 shows the number of articles in each topic area published. IJHM, TM and IJCHM published the most articles, which were 11, 11 and 10 respectively. Competitive strategy (15), strategy process (9), and corporate strategy, structure and governance (6) were the most popular topics covered. TM published the most articles in competitive strategy (6). However, these articles were published between the period 1998 to 2005 and include strategic use of information technology (Buhalis, 1998), and lessons in managed destination competitiveness (D'Hautesserre, 2000). CHQ's competitive strategy articles include an analysis of Spanish hotel efficiency (Fernandez & Becerra, 2013) and competitive sets for lodging properties (Kim & Canina, 2011). IJHM published three papers on strategy process and these include formal environmental scanning approach (Okumus, 2004), macroforces driving change (Olsen, 1999), and improving decision-making by using an effective yield management model (Emeksiz, Gursoy, & Icoz, 2006). Corporate strategy, structure and governance were the third most popular topic. Themes ranged from using strategic management accounting (Collier & Gregory, 1995) to helping organizations gain better effectiveness and better governance mechanisms in financial management. Franchising (Roh & Yoon, 2009), international diversification and simultaneous impacts of international diversification (Jang & Tang, 2009; Tang & Jang, 2010) provide areas for further investigations.

There appears to be a paucity of recent empirical articles on strategic management, and those that are being published display a financial perspective. This theme is illustrated by articles including customer accounting and marketing performance (McManus, 2013); inter-relationship between firm growth and profitability (Jang & Park, 2011); and comparative historical analysis of four UK hotel companies (Quek, 2011). CHQ with its applied focus and with six articles published on strategic management topics since 2012, appear to be contributing to the void.

#### *Strategic management and strategic planning textbooks*

Over the last two decades, strategic management and to a lesser extent strategic planning has been the focus of several hospitality and tourism textbooks. Theoretical and practical analyzes emphasize the potential and actual contribution of strategic management and strategic planning. The titles of textbooks provide an indication of their varying attention. These include: Strategic management for hospitality and tourism (Okumus, Altinay, & Chathoth, 2010), Strategic management in the hospitality industry (Olsen et al., 2008), Strategic planning systems in the hospitality and tourism (Phillips & Moutinho, 1998), Strategy for tourism (Tribe, 2010), Strategic management in tourism (Moutinho, 2011), Hospitality strategic management, (Enz, 2010), Strategic management for travel and tourism (Evans, Campbell, & Stonehouse, 2009).

With its main focus on providing methodological approaches for assessing strategic planning effectiveness (Phillips & Moutinho, 1998), academics, students and practitioners will find the book useful. Olsen et al. (2008) acknowledge the requirement that leading organizations must lead change with their competitive business environment. Strategic management consists of strategy content, strategy context and strategy process. These are covered by Okumus et al. (2010), and synthesizes the salient

**Table 5**  
Strategic management topics and outputs per academic journal 1995–2013.

Topics	TOTAL	IJHM	TM	IJCHM	CHQ	JHTR	JTR	ATR
1 Strategy and uncertainty	4		2	1	1			
2 Strategy and the internal organization	4	1			3			
3 Competitive strategy	15	4	6	2	3			
4 Corporate strategy, structure and governance	6			3		2	1	
5 Global strategy	1	1						
6 Strategy process	9	3	2	1		2	1	
7 Strategy implementation	4	1		2		1		
8 Knowledge and innovation	1				1			
9 The practice of strategy	2		1	1				
10 Entrepreneurship and strategy	2	1				1		
<b>Total</b>	<b>48</b>	<b>11</b>	<b>11</b>	<b>10</b>	<b>8</b>	<b>6</b>	<b>2</b>	<b>0</b>

components. [Evans et al. \(2009\)](#) focus on strategy process of internal analysis, external analysis, strategic choice and strategic implementation. [Enz \(2010\)](#) sets the tone by a rigorous treatment of strategic management in a hospitality context with some emphasis on organizational resources and competitive advantage. [Tribe \(2010\)](#) fills a niche in the tourism strategy area, by considering destinations as well as business organizations. The use of New Zealand Tourism Strategy illustrates some of the nuances of formulating strategy in differing tourism contexts. [Moutinho \(2011\)](#) breaks the mould by adopting the form of an edited book containing 15 chapters and is organized in three parts: tourism environment, economic development, forecasting and trends; integrated management in tourism; and strategic vision and management in tourism.

Recognizing the existence of the varying thrusts of authors, textbook formats have changed and will need to continue to change. Given the potential audiences of: undergraduate; postgraduate taught; postgraduate research; academic researchers; practitioners, authors need to closely consider accessibility of thoughts and ideas. Arguably, textbooks, books, and monographs all have a role to play in the advancement of knowledge.

## Discussion

In our analysis of leading hospitality and tourism journals for the period 1995–2013, we have identified the evolution of strategic planning and strategic management research. Adopting the [Wolf and Floyd \(2013\)](#) framework, we analyze the methods, topics, and where strategy meets practice for strategic planning. Using [Harrington and Ottenbacher's \(2011\)](#) strategic management main topic and sub topic framework, we consider the level of representation of topic areas within hospitality and tourism journals. Developments within the hospitality and tourism literature have a focus on strategic planning practice, and have failed to keep pace with the mainstream literature. [Slattery \(2002\)](#) provides a broad definition of the structure of hospitality, but research exists mainly in hotels. Despite more than four decades of strategic planning research in a hospitality and tourism context, there remains limited attention on the various characteristics of practice. [Phillips and Moutinho \(2000\)](#) work remains one of the few studies that provides an in-depth insight into strategic planning together with a methodology for measuring its effectiveness, and the authors remind us that planning is hard work.

Theory posits that tourism destinations can be considered an open system, which are complex and adaptive ([Rodriguez-Diaz & Espino-Rodriguez, 2008](#)). Understanding such adaptive systems could pave the way for effective interrelationships among the various stakeholders. Ultimately, what is success? How does this differ for the destination as opposed to a destination management organization? These are two important questions posed by [Bornhorst et al. \(2010\)](#). They conclude that achieving success in tourism is challenging and ill understood. The tourism strategy making research, by [Stokes \(2008\)](#) provides some insight into the complexity of strategy practice, which provides a platform for not for profit organizations engaged in strategy formation. Anticipation of environmental changes and economic opportunities are integral to a learning organization. [Schianetz, Kavanagh, and Lockington \(2007\)](#) use systems dynamics modelling for strategic planning and through case studies illustrate potential benefits of learning.

The apparent lesser focus by strategic management articles on contemporary issues such as knowledge, entrepreneurship, and global strategy illustrates some of the gaps between academic theory and practice. Apart from CHQ, the financial crisis of 2008 has not led to a rich seam of academic research taking stock of the commercial lessons learnt. As economies emerge from the crisis of recession and globalization, Chief Executive Officers of private and public sector organizations will be looking for ideas to assist them with the strategic management of their organizations. Entrepreneurs of micro and small and medium-sized enterprises are always looking for novel ideas to consolidate and grow their businesses ([Phillips & Louvieris, 2005](#)). This paucity of contemporary issues will adversely affect a destination's ability to successfully formulate and implement their strategies. In a global environment, strategies need to take account of cultural and value differences. If we consider strategic management in its broadest context, there are ample avenues for academics to make meaningful contributions to theory and practice. At the strategic business unit level, the blurring of corporate, business and operational issues necessitates clarity in the decision-making processes throughout



the organization. For example, managers need to understand micro strategy topics, such as how do organizations go about managing in a strategic manner? The varying tourism contexts highlighted by Tribe (2010), further complicate this issue. Encouragingly, the application of Wolf and Floyd's (2013) framework can help produce answers to some of the important questions. If academics do not take on these challenges, the perception of lack of relevance by business and society will remain. The plethora of academic conferences would suggest that they act like close circuit meetings where rigor takes on a greater role than relevance. We are not saying that rigor should be compromised, as practical research can sometimes be viewed as ephemeral and circumstantial. Theory advancement needs rich descriptions of why patterns emerge based on rigorous testing and analyzing. This requires researchers to think creatively about the best methodology for any specific research question, which we feel has been one of the problems with prior research.

Another striking finding to emerge from this study is the paucity of strategic planning research in tourism, which we believe can be attributed to multiple reasons. First, the background of tourism researchers tends to be dominated by geographers, anthropologists, psychologist and sociologists (e.g. Echterner & Jamal, 1997). Tourism organizations tend to be micro and small businesses; hence, management of such enterprises will primarily focus on operational issues and have little time left for strategic planning (e.g. Phillips & Louvieris, 2005). Tourism academics have a role to play in advancing knowledge to a broad range of stakeholders, which includes business and society (e.g. Higgins-Desbiolles, 2006). However, some of the outputs of strategic consulting type (e.g. Feighery, 2011) lacks rigor for academic refereed journals or remain confidential. The tourism environment is highly susceptible to change, which makes it difficult to implement strategic plans (e.g. Fletcher & Cooper, 1996). Finally, tourism research has focussed on regional planning and sustainable planning and development, which can offer an alternative perspective for gaining competitive advantage.

#### *Curriculum issues*

A well balanced and challenging teaching curriculum, which really attempts to pave the way for the future and help students to anticipate the turmoil and flux of changes in society, must contain a number of key building blocks. Okumus, Wong, and Altinay (2008) propose some of these critical elements like, the understanding of cultures and a vision of the most important global geopolitical dynamics, as well as an integrative view of the new knowledge economy within an active learning approach. The dissection of the “new normal” environment and its ethnomics (a new system of society values) are fundamental pieces to be incorporated in future curricula. This new learning paradigm has to be encapsulated in parallel with a “learning by discovery” philosophy. The tremendous role and impact of technology, in particular within the digital realm will transform the overall learning experience from the use of intelligent virtual agents to visual fluency and information aesthetics.

In an extensive study applying content analysis, Okumus and Wong (2007) suggest a number of key areas to be included in hospitality and tourism curricula. At undergraduate and postgraduate levels there should be mind-stretching topics and society-relevant themes like complexity theory, business ethics, resource-based theories and management of change, among others, when teaching strategic management. They also advocate a number of teaching methods like simulation and problem-based learning. We can also add to this line of reasoning by proposing the inclusion of foresight and futures research, sustain. . .agility management, integrated/process-based management, among other innovative areas designed to be clearly “thought-provoking” subjects. Amongst many other ideas for teaching formats, we could advance “ground-up/build-up” themes chosen and explored by the students themselves as well as scenario planning and the use of techniques of intuitive/uncertain reasoning (e.g., analytical hierarchy process).

Okumus and Wong (2005) were already highlighting contextual challenges. They identify boundaries in the field and, provide an excellent and exhaustive coverage of the many structures and teaching. Sadly, most of these areas and techniques are very prescriptive and have been around for decades. Unfortunately, they do not really translate well to the challenging requirements of preparing students for a society that is “out-of-order” (ataxia) and for the first time facing a totally uncertain future. There are now cycles of transformation of social values, consumer behaviour, technology, market structures, legislation, environmental changes, globalisation patterns and other key societal dimensions that are

bringing entirely new scenarios on a cyclical basis. This fact clearly requires strategic agility and the incorporation in curricula of areas, such as sense and responds models, and a portfolio of experiments since experimentation is the new planning.

### Future research directions

What then are the possible theoretical future directions for hospitality and tourism strategic planning? A fundamental issue is the incorporation of societal issues into strategic planning frameworks. Grant (2003) notes that prior empirical research considers the impact of strategic planning on firm performance and the role of strategic planning in strategy decision-making. The question of precisely how classical tourism strategic planning provides economic, social and environmental benefit to organizations and decision-making remains largely unresolved. Ultimately, organizations are a collection of individuals that come together for a particular purpose. However, humans are fallible and will not always reach perfectly rational decisions. There is the danger that organizations place too much reliance on outdated routines. Fresh empirical evidence identifying new benefits with consideration to technological, societal and contextual variables will advance knowledge. Ongoing research could benefit from greater cross-fertilization from other disciplines. Strategic management has a significant role to play with its potential of linking the corporate structures and functions found in most hospitality and tourism organizations. Moreover, strategic management is not only applicable in large western profit making organizations.

The academic literature is dominated by the western perspective on strategic planning, and given the increasing influence of eastern culture, researchers need to explore the eastern perspective. This could have significant impact on how organizations extend across national boundaries. Harrington and Ottenbacher (2011) provide some useful guidance for future research. The prevalence of small and medium-sized enterprises operating in a tourism environment, suggests that academics should create richer case studies and other empirical based investigations. The differing tourism contexts present challenges for those responsible for formulating and implementing strategies. Tribe (2010) uses the New Zealand Tourism Strategy (NZTS, 2015) to illustrate some of the differing contexts. The context of strategic management may differ due to influences of market, cost, competition and Government drivers. Conceptual studies need to consider these differing variables and separate them in their research studies. Globalization needs to be exploited and can deliver enhance levels of economic, social and environmental profit. The triple bottom line (Dwyer, 2005) ensures that the outputs for all stakeholders can be incorporated.

However, the measurement of dependent and independent variables need to keep pace with developments in practice. The multi-item and multi-dimension scales of strategic planning and performance used in the hotel sector by Phillips (1996) overcame some of the previous limitations of previous studies, but nearly two decades later, new approaches are lacking due to measurement difficulties. New scale development process such as the inclusion of a construct such as flexibility could contribute to enhancing the strategic planning and performance literature (Rudd, Greenley, Beatson, & Lings, 2008). Flexibility was defined as the extent to which new and alternative decisions are generated and considered in strategic planning. Aldehyyat (2011) provides some useful insights into the relationship of strategic planning practice with certain organizational characteristics of size and ownership. Traditional strategic management tools such as Porter's (1980) five forces are becoming less influential due to technology. A sixth force (Porter, 2008), complementors are a relatively newer economic concept. The underlying feature is that the value of products is enhanced by complementary products. Companies such as Google and Amazon have successfully deployed this business strategy. This broadens the strategic management scope to consider potential complementors. The hospitality industry is already seeing the effects of complementators with marketing-based airlines alliance programmes, hotels and theme parks, and casinos and loan companies. Further research is needed in the area of collaboration, as this is a productive strategy in a mature industry.

Consideration should be given to both deliberate and emergent approaches to strategy. Instead, of seeing them as either or, they could be viewed as a continuum. This will be of particular interest to practitioners who need to incorporate both elements into their processes. Investigating who is doing

the planning is a useful line of enquiry. Prior studies have focused on senior managers, as though it is an exclusively elite activity. However, the importance of middle managers and the need to adopt participative approaches are mentioned in the mainstream strategy literature (Ahearne, Lam, & Kraus, 2013). Researchers should build on the foundations of recent tourism strategic planning studies (Aldehayyat, 2011; Devine & Devine, 2011; Matheson & Finkel, 2013; Stokes, 2008). Stokes (2008) raises attention to prescriptive approaches alone being inadequate in addressing the complexities and timeframes involved in shaping events tourism. Researchers could reflect on the nature of effective strategic planning practices for public sector agencies with some blurring with destination management planning practices.

Jarzabkowski and Spee (2009) state that there appears to be little room in mainstream strategy research for living beings whose emotions, motivations and actions shape strategy. In addition, the growth of Asian travellers, changing sociodemographic trends together with the growth of senior citizens and cash rich but time poor executives, represent growth opportunities. Destinations need to create personalised and modular concepts that target specific customer needs and offer convenience and time savings. There are opportunities for academics to bring to the centre stage the various actors involved in the tourism value chain (Song, Liu, & Chen, 2013). The resource intensive nature of tourism suggests that there needs to be investigations into the social complexity using a resource-based view lens. Denicolai, Cioccarelli, and Zucchella (2010) explore the relationship between the networking approach of tourism firms and the development of tourism core-competences. Although the overarching motivation behind competitive advantage may differ, the need for core-competences has not changed. Future studies ought to appreciate strategic planning from a dynamic perspective. Nieves and Haller's (2014) results demonstrate that prior knowledge and skills at the individual and collective level form the basis for developing dynamic capabilities in the hotel sector. Tourism is a resource intensive industry, ranging from significant natural, cultural and social resources. Reflecting upon the current global preoccupation with climate change, a body of literature is now developing in ATR (Becken, 2013; Goh, 2012; Gosling, Scott, Hall, Ceron, & Dubois, 2012). Buckley's (2012) review of sustainability, and Becken's (2011) meta-analysis assessing the current knowledge of tourism and oil, provides other key reference points for future studies linking strategic planning and sustainability.

#### *A new assortment of research methodologies*

Drawing from the initial classification of research methods introduced by Wolf and Floyd (2013), we believe future research can use a broader assortment of theoretical orientations, research strategies and methodologies. Also, researchers could present new insights and introduce the relevant reasoning. This analytical approach could include five major research methodology tenets: research philosophy; nomology-led research; research modelling and measurement; research strategies; phenomenological research. Research philosophies provide a philosophical solution to "why research"? Major research philosophies can range from phenomenology and interpretivism to critical theory and positivism.

The study and discovery of general logical law (accepted bodies of knowledge, theoretical frameworks and proclamations) can be represented by the nomology-led research category, which encompasses methods like review research and longitudinal tracer studies. The next methodological layer relates to research modelling and measurement articles. A broader classification of research strategies encompasses major traditional research approaches. For example, the major contribution from phenomenological, ideographic and emic studies (Pernecky & Jamal, 2010) assists future work. Within this category one should truly emphasise the key difference between methodology and method. Many research orientations and techniques are included in this research domain, ranging from ethnographic research, semiotics and means-end-chain to grounded theory, participatory action research and in-situ research.

Another methodological domain tackles the type of research activity that is based on either positivistic/nomothetic and etic perspectives or using mixed-choice research. The former includes many techniques ranging from data reduction and predictive modelling to mathematical modelling and nonrecursive models (Crouch & Louviere, 2004). The mixed-choice research category includes techniques and approaches like meta-analysis, research triangulation and the systematic review method-

ology. The quantitative research realm includes a myriad of statistical, computational and mathematical techniques. These can range from artificial neural networks, generalised linear models and hypothesis–testing to rough set theory, data reduction and perceptual mapping, as well as, measures of association and mixed-choice research methods that can also be highlighted (Wie, 2005). Some of these approaches include a systematic review methodology and true research triangulation (theoretical/paradigmatic, data, investigators and methodological). Are we on the verge of a paradigm shift in the production and consumption of knowledge in hospitality and tourism research? Offering an original contribution to the epistemology of tourism, Liburd (2012) outlines an emerging form of intellectual property right referred to as copyleft and a new paradigm of “tourism research 2.0” is identified. These new forms and norms of knowledge are enabled by Web 2.0 technology and based on a pluralist epistemology. It is argued that these changing epistemological norms and forms of knowledge present significant opportunities and challenges for the development and dissemination of hospitality and tourism research.

Finally, one could stress the increasing relevance of a whole new area of futures research methods, which is critically important in researching this turbulent, chaotic and nonlinear world environment, which is constantly out of order. Furthermore, these novel research methods are underutilised and currently undervalued by most hospitality and tourism scholars and industry practitioners. There is a vast array of futures research methods that are based on experts as a key source of information. These techniques range from backcasting, consensus analysis and online group discussions to the analytic hierarchy process, jury of opinion and the Delphi method (Garrod & Fyall, 2000). There is also a plethora of futures research methods, which are based on data stemming from consumers, or of a psychological nature, or even gathered from specific context-led environments. These techniques range from networked narratives, means-end chain and mobile information technology to tourist shadowing, digital anthropology and the futures wheel method. Finally, we can also mention the combined categorisation of futures research methods related to forecasting, like reference class forecasting (Faulkner & Valerio, 1995) and simulation research, as well an additional grouping of methods based on experimental research.

## Conclusions

Despite more than four decades of academic research and its rapid growth, the practice of strategic planning remains paradoxical and one that is least understood. The literature comprises a large amount of subject matter and topics that are fragmented with emphasis on the macro topics. The findings of this research need to be integrated with prior and future research to illustrate the extent to which strategic planning can generate healthy outcomes for its stakeholders. Undoubtedly, strategic planning is a central concept, which is in need of reinvigoration. The purpose of this paper was to study the evolution of the strategic planning literature over the period 1995 to 2013. We assess the structure and past content of strategic planning and also assess strategic management research albeit briefly, then present conjectures about further developments. By identifying past, current and future themes, the paper is intended to provide some guidance for academics and practitioners in positioning their efforts. As Wolf and Floyd (2013) state strategic planning research suffers from several weaknesses that destabilizes its potential impact in the academic literature as well as its contribution to practice. Hospitality and tourism need a wider variety of theories incorporated into future empirical work on strategic planning.

Miller and Cardinal (1994) refer to the debate of the value of strategic planning in the management literature. As strategic management grew as an area of academic study, the interest in strategic planning waned (Grant, 2003). With only 11% of managers reporting satisfaction with the results of strategic planning (Mankins & Steele, 2006), some ambivalence remains. Criticisms of strategic planning research continue, such as the use of bi-variate methodology, scant evidence of researchers addressing mediating variables and studies being limited to financial measures of performance (Rudd et al., 2008). At the beginning of this paper we highlight the dichotomy of the popularity of strategic planning practice with scant attention in the tourism literature. Despite strategic planning being a novelty tool in the 1980s, it has become orthodox practice. This study reflects on hospitality and tourism stra-

tegic planning research from 1995 to 2013 and maps out various approaches. We provide a wider conceptualization of strategic planning than prior attempts by using the three SAP parameters of: practitioners (people who perform the work of strategy); practices (the social, symbolic and material tools through which strategy work is done); and praxis (flow of activity in which strategy is accomplished). We also consider proximate and distal outcomes and note a slow movement away from solely distal outcomes. Advancements have been sporadic with a paucity of conceptual developments building on prior studies. The method of study was assessed, which we believe is a major challenge for future research. Notwithstanding the solid body of tourism strategic planning work outside tourism journals, and indeed outside the limited number of journals that was reviewed, this study identifies approaches for narrowing the gap between theory and practice.

Strategic planning remains apt for tourism development, as infrastructure requires high capital needs, long time frames with a broad range of interdependencies. This requires the formulation of strategy to shape opportunities for competitive advantage and provide a direction for stakeholders to follow. Important decisions have to be made involving stakeholders with multiple objectives. Strategic planning can assist through its participatory approach. The values, people, mixture of services and products should shape the uniqueness of each destination. Questions, such as: How to compete? Direction of growth? Method of growth? Should be answered by those responsible for tourism destinations, and will require involvement from operational, business and corporate level executives. The basic approaches could be top-down, bottom-up or integrated and should not be seen as an annual isolated event. The sluggish advancement of prior research could be blamed upon lack of direction, political difficulties and cultural challenges. These issues need urgently to be understood within a hospitality and tourism context. SAP provides some exciting opportunities for researchers with consideration and focus upon hospitality and tourism macro and micro processes. Our study suggests that researchers can go beyond the framework proposed by [Wolf and Floyd \(2013\)](#), and actually be at the forefront of academic strategic planning theory development.

This study makes some contribution to social sciences. We present a critical review of the strategic planning locus within the hospitality and tourism scholarly field. We use two analytical lenses, one related to the academic research output in the area, and the other concerned with important issues associated with curriculum development when teaching and learning strategic planning. This epistemic dissection follows a meta-analysis approach with a very comprehensive time span (18 years) for the study of the research underpinnings of 77 academic articles. Furthermore, this systemic perspective also encompasses a critical overview of curriculum changes and book-adoption patterns. The research takes on an historical, factual and verifiable assessment of theoretical proclaimers within a nomological thread in the field. The paper also delves into a methodological introspection by critically discussing the degree of methodological sophistication not only in the area of hospitality and tourism, but also making assumptions about some research spill-over effects into the broader meta-discipline of social sciences. This academic study indicates a crucial concern regarding the relevance of academic research. Its discussion deals with both stances of the important dyad academic research-practitioner/society relevance by trying to ascertain visible value gaps in terms of the applicability and usefulness of what is researched and taught by academics in terms of improving experiences, changing lives and deriving benefits to the society in general.

This study has also made a methodological contribution to hospitality and tourism strategic planning research. Ideally, future research should examine the strategic planning phenomenon without flaws in its approaches. The context of strategic management is important, as many questions remain unanswered. The future growth of literature on strategic planning needs to reflect the rigor of leading academic journals and the accumulation of increased practitioner relevance is highly desirable. We seek to provide some important insights into how multiple methods can help enhance accurate, generalizable, and practically useful theory in a field as complex as hospitality and tourism. Our review suggests some worrying methodological trends that provide the base for an in-depth discussion. As [Xiao and Smith \(2006\)](#) state the growth of knowledge around methodology and theoretical constructs is indicative of a nascent field striving to be a serious field of enquiry. Hospitality and tourism research has its fair share of scientism on methodolatry embedded in its research output. A belief in a universal, inflexible scientific restricted group of research methods, which pretends to guarantee the scientific truth belongs to scientism. Scholars need to occasionally escape the confines of restrictive/over-insti-

tutionalised “old sense” interpretations of the world, and replace them with other fresher sorts of post-disciplinary understandings. These should not be so restrictively ruled and regulated by the often-acute disciplinary normalisations of yesteryear (Hollinshead, 2010). Facts (or any scientific “evidence”) could be available in part because the constructs themselves constitute the facts. The danger here is that we can confuse empiricism with scientism or methodolatry. Unfortunately, most scholars and researchers still limit their sight to what they can measure readily—a kind of “methodolatry” instead of searching for new ways to study what is important.

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