

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

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Abstract

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

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

INTRODUCTION

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

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

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

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

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

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

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Strategic Business Models to Support Demand, Supply, and Destination Management in the Tourism and Hospitality Industry Carvalho, Luisa Cagica, Calisto, Lurdes, Gustavo, Nuno, 2019-08-30 The international tourism industry has seen increased growth in the past few years as millions of individuals continue to travel worldwide As one of the world s largest economic sectors creating jobs driving exports and generating prosperity worldwide hospitality and tourism management needs to continually be explored in order to update best business models and practice Strategic Business Models to Support Demand Supply and Destination Management in the Tourism and Hospitality Industry is an essential reference source that emphasizes emergent and innovative aspects and new challenges and issues within the industry with a particular focus on demand supply and destination management Featuring research on topics such as circular economy consumer behavior and social networking this book is ideally designed for business professionals executives hotel managers event coordinators restaurateurs travel agents tour directors policymakers government officials industry professionals researchers students and academicians

Proceedings from the Australian Tourism and Hospitality Research Conference ,1998

Building a Research Base in Tourism ,1993

Strategic Management for Tourism Communities Peter E. Murphy, Ann E. Murphy, 2004 Strategic planning within a community framework is essential for

tourism to reach its potential This book combines the four principal functions of business management and stakeholder analysis to develop a model of collaborative decision making This model offers a template for communities to understand and make the most of their tourism resources Environmental Training for Tourism Professionals Anne Herberich,2003

Journal of Travel Research ,2010-02 **NGO Strategy on the Environment, 2002-2007** ,2002 **Abstracts in Anthropology** ,1992 Quarterly References to journal articles miscellaneous papers and books arranged under sections on archaeology ethnology linguistics and physical anthropology Cross references Cross index Indicators of Sustainable Development for Tourism Destinations World Tourism Organization,2004 Describes over 40 major sustainability issues ranging from the management of natural resources waste water energy etc to development control satisfaction of tourists and host communities preservation of cultural heritage seasonality economic leakages or climate change For each issue indicators and measurement techniques are suggested with practical information sources and examples Contains a procedure to develop destination specific indicators their use in tourism policy and planning processes as well as applications in different destination types e g coastal urban ecotourism small communities Numerous examples and 25 case studies provide a range of experiences at the company destination national and regional levels from all continents **Leisure, Recreation, and Tourism Abstracts** ,2009-03 **The Marketing of Tourism Products** A. V. Seaton,Marion M. Bennett,1996 This text focuses on the concept and marketing of the tourism product It is intended to be of interest to tourism and business students and tourism planners in public and private business Topics covered include core marketing ideas pricing tourism products and tourism marketing in East Europe

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Table of Contents Environmental Strategic Factor Analysis Of The Tourism

1. Understanding the eBook Environmental Strategic Factor Analysis Of The Tourism
 - The Rise of Digital Reading Environmental Strategic Factor Analysis Of The Tourism
 - Advantages of eBooks Over Traditional Books
2. Identifying Environmental Strategic Factor Analysis Of The Tourism
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Environmental Strategic Factor Analysis Of The Tourism
 - User-Friendly Interface

4. Exploring eBook Recommendations from Environmental Strategic Factor Analysis Of The Tourism
 - Personalized Recommendations
 - Environmental Strategic Factor Analysis Of The Tourism User Reviews and Ratings
 - Environmental Strategic Factor Analysis Of The Tourism and Bestseller Lists
5. Accessing Environmental Strategic Factor Analysis Of The Tourism Free and Paid eBooks
 - Environmental Strategic Factor Analysis Of The Tourism Public Domain eBooks
 - Environmental Strategic Factor Analysis Of The Tourism eBook Subscription Services
 - Environmental Strategic Factor Analysis Of The Tourism Budget-Friendly Options
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 - ePub, PDF, MOBI, and More
 - Environmental Strategic Factor Analysis Of The Tourism Compatibility with Devices
 - Environmental Strategic Factor Analysis Of The Tourism Enhanced eBook Features
7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Environmental Strategic Factor Analysis Of The Tourism
 - Highlighting and Note-Taking Environmental Strategic Factor Analysis Of The Tourism
 - Interactive Elements Environmental Strategic Factor Analysis Of The Tourism
8. Staying Engaged with Environmental Strategic Factor Analysis Of The Tourism
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Environmental Strategic Factor Analysis Of The Tourism
9. Balancing eBooks and Physical Books Environmental Strategic Factor Analysis Of The Tourism
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Environmental Strategic Factor Analysis Of The Tourism
10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
11. Cultivating a Reading Routine Environmental Strategic Factor Analysis Of The Tourism
 - Setting Reading Goals Environmental Strategic Factor Analysis Of The Tourism
 - Carving Out Dedicated Reading Time

12. Sourcing Reliable Information of Environmental Strategic Factor Analysis Of The Tourism
 - Fact-Checking eBook Content of Environmental Strategic Factor Analysis Of The Tourism
 - Distinguishing Credible Sources
13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
14. Embracing eBook Trends
 - Integration of Multimedia Elements
 - Interactive and Gamified eBooks

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