

# Conclusion

The authors of this handbook clearly provide a critical view of hospitality strategic management. They present a vision of the hospitality and tourism industry in the year 2015 and discuss the forces driving the hospitality and tourism industry. They explain the systems of environmental scanning that a hospitality company should be equipped with so that the leaders of the company can steer the organization through vibrant, dynamic, and complex environments in order to identify opportunities, invest in competitive methods, allocate resources to these competitive methods to achieve proper execution of strategy, and create the greatest long-term value for all the stakeholders of that organization. They argue that the resource-allocation process constitutes how the firm actually implements and executes its strategy. In order to accurately allocate resources to its strategic priorities or chosen competitive methods, a company needs to clearly analyse its functional competences in terms of its human resources system, information technology system, operations management system, marketing management system, and its organizational culture. It must also understand the vital role of its intangible assets, such as branding, human capital, management know-how, innovation, and entrepreneurship in strategic management. The authors believe that as the hospitality and tourism industry becomes globalized, both strategic alliances and partnerships, and outsourcing may help to lessen the resource shortage and provide opportunities for a company to expand to other parts of the world.

Today's business environment is very complex and ever-changing. Leaders of the hospitality and tourism industry face many challenges. The economy is becoming global. The emerging markets, such as China and India, are attracting the majority of foreign direct investments. The flood of business and leisure travellers from these emerging markets to the

Western world and within the markets creates huge opportunities for the multinational hospitality and tourism companies and small-medium firms. On the other hand, these companies are encountering issues, such as how to better serve these very knowledgeable customers, whose culture, language, and behaviour are different. Meanwhile the industry is experiencing a labour shortage, especially of smart employees equipped with knowledge of high technology. Managers must know how to deal with the fast-changing technological advancement, how to shoulder the responsibility of corporate citizenship and environmental protection, and how to prepare for possible future terrorist attacks. The acceleration of uncertainty requires the leaders of companies to anticipate future events and make more accurate strategic decisions. Tomorrow's managers need to understand the forces driving change, create a vision of the future, translate the vision into proper strategies, properly allocate resources to the strategies, and lead their companies to success.