

IMI

Irish Management Institute

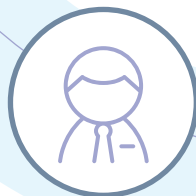


Fáilte Ireland

National Tourism Development Authority

Hospitality and Tourism

Executive Development Programme



Introduction

Changing buyer behaviour, an increased amount of competition in the market place, greater access to new and niche destinations, increased customer expectations, currency fluctuation - the Irish tourist operator must have a global eye with local expertise. For tourist managers, from those working in hotels to tour operators and destination marketers, understanding this changing environment and having a definitive plan for the future will be vital.

This programme has been designed to allow tourism managers to begin adjusting their business strategy to meet future needs, tailor the experiences they offer to match prevailing trends, and focus their marketing activity to create competitive advantage for their tourism business.

In order to address the challenges posed by these uncertainties, organisations require executives with real leadership and managerial competencies. General and Functional Managers are the critical people to create strategies that will lead their business in this new uncertain environment, and take advantage of the possibilities that their competitors ignore.

To achieve this successfully requires excellent operational experience and competencies in the areas of strategy, sales, technology, marketing and finance, alongside ambitious leadership to make it happen.

The first of its kind and specifically tailor-made for the Irish market, the Hospitality and Tourism Executive Development Programme will give senior level managers in the tourism industry a grounding in all these key areas. Participants will leave the course with a concrete, strategic plan for their business.

Programme Module Content



Business Diagnostic Framework

- + Introduction to a modern business diagnostic framework for the tourist sector.
- + Apply this framework method to your own business.
- + Learn to analyse the findings and apply their implications for your own business.
- + Learn to resolve organisational and operational issues that arise through the application of the diagnostic framework, supported by an individual mentor.

Strategy & Business Planning

- + Develop an understanding of the key elements, structure and format required to producing an actionable business strategy.
- + Create a strategic plan for your organisation.
- + Acquire the ability to convert the focus and direction of the strategic plan towards operational plans.
- + Produce an overall strategic vision and direction for your tourism business.

Leadership

- + Understand your own personal leadership style and the impact it has on your teams.
- + Enhance practical leadership skills, awareness and judgement.
- + Complete a psychometric assessment to evaluate your own personal leadership style.
- + Tap into your Emotional Intelligence and learn how to be an authentic leader.
- + Understand motivation within teams and how to influence behaviour.

Programme objectives

On completion of the programme, participants will:

- + Have a strategic vision and direction for their tourism business
- + Understand their personal leadership style, and enhance their practical skills, awareness and judgement
- + Articulate a clear value proposition and a strategic sales and marketing position for their business
- + Develop an implementation plan to respond to key issues identified through pre-programme business diagnostic process
- + Have a well thought out and very competitive strategy in place to guide the development of their business over the next three years
- + Have considered all the key tasks to be completed to ensure that their business strategy and plans can be implemented successfully
- + Possess the competencies to develop robust financial plans to fund the growth of their business and help them manage the financial aspects of their business

In addition to the presentations by the module experts, a number of Industry Leaders will also present case examples on issues linked to the modules such as strategy, finance, and sales & marketing.

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Sales & Marketing

- + Formulate a Sales and Marketing approach for your business based on customer, competitor, segment, market and company analysis.
- + Explore digital marketing, international sales strategies, the role of online travel agencies, market segmentation, brand marketing and market sources.
- + Develop an International Sales Strategy for your business.

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Finance

- + Develop the financial knowledge to understand and analyse financial accounts.
- + Analyse your own financial performance and review future strategic positioning.
- + Apply tools to prepare financial business plans to inform future financial decisions.
- + Understand financial benchmarks and performance criteria for the hotel and tourism industry.

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Implementation

- + Translate strategic planning concepts into actionable steps for your business.
- + Apply business principles to address the issues raised by the business diagnostic exercise through concrete plans.
- + Acquire the ability to implement, monitor and measure a strategic plan for your business.

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Mentoring & Support

- + Participants will be provided with individual business mentoring and support within their organisation on completion of the programme.
- + Participants will be provided with guidance in the application of learning within their organisation.
- + The Business Diagnostic Framework will help participants identify and resolve business priorities.

Who the programme is for

This programme is for general managers and functional managers who are ambitious and are looking to acquire the competencies they need to lead their organisation through this changing environment. Participants will be mid – senior level leaders with decision making capacity within their organisation.

Starting dates

The programme will be delivered in 7 modules over 6 months starting in January 2018. Each module is typically 1 – 1.5 days.

How to apply

General Managers and Functional Managers who meet the criteria for application are encouraged to register their interest at www.failteireland/tradeportal/ExecutiveDevelopment.ie and at www.imi.ie where they will then complete a process of selection and registration, and also get details on fee payments.

The fee for this Executive Development Programme is €5000. However, this fee is subsidised by Fáilte Ireland at 50% of the total cost; consequently, the net fee to successful applicants is €2500.

All modules will take place at the National Management Centre (IMI) in Sandyford, Dublin 16.

For further information contact Lorne Deegan at lorne.deegan@imi.ie or (01) 207 8552.

Programme Providers

The Hospitality and Tourism Executive Development Programme is a partnership between Fáilte Ireland and the Irish Management Institute (IMI).

Fáilte Ireland is the National Tourism Development Authority. Their role is to support the tourism industry and work to sustain Ireland as a high-quality and competitive tourism destination. They also work with other state agencies and representative bodies, at local and national levels, to implement and champion positive and practical strategies that will benefit Irish tourism and the Irish economy.

The Irish Management Institute (IMI) is Ireland's leading provider of executive education, offering businesses in Ireland the opportunity to partner with a locally based, world class executive education provider.

IMI's work brings it into contact with organisations from just about every walk of life, facing every kind of management challenge – from small and medium organisations to the world's largest multinational companies.

Programme Contributors

Programme participants will learn from, network with and be mentored by some of Ireland's leading professional and academic experts from the tourism industry and beyond, including:

Frank Roche

Prof. Frank Roche is a very experienced business academic, consultant, executive developer and director with a focus on entrepreneurship and strategy.

Currently Chairman of the Dublin Business Innovation Centre, Frank is a long-term activist around the encouragement of an entrepreneurial society in Ireland.

Tony Lenehan

Dr Tony Lenehan is the Executive Director of the Centre for Competitiveness and the EFQM (Ireland).

The Centre, through its range of business and management enablers, services and programmes, enhances the quality, effectiveness and international competitiveness of organisations across a range of sectors and organisations.

Julie O' Brien

Julie O'Brien is Managing Director of Runda, a company that offers sales, marketing and revenue management solutions for hospitality and tourism businesses.

Julie's career spans more than 20 years' senior level experience in commercial roles as a tour operator, DMC, conference organiser and hotelier across leisure and corporate sales channels in both domestic and international markets.

Moira Creedon

Moira Creedon is a teacher and consultant in strategic finance and has worked with both corporate and public sector clients worldwide helping decision makers at strategic level to understand finance and hence improve their ability to formulate and implement strategy.

Andrew McLoughlin

Andrew McLaughlin is an experienced executive coach. He leads courses on emotional intelligence, performance management, communication skills, negotiation and influencing skills, interviewing skills and leadership.

Ian Cleary

Ian Cleary is the founder of RazorSocial which was listed as one of the top 10 marketing blogs globally by INC in 2016. He has a deep knowledge of social media and content marketing and is considered one of the top marketing influencers in his field.