Vol. 6 No. 2 Special Edition, September (2023)
JOURNAL OF ENVIRONMENTAL AND TOURISM EDUCATION
ISSN: 2659-0794 (PRINT) ISSN:2659-0808(ONLINE)
Content Available at: **https://jeate.net/index.php/Jete/issue/archive**

Strategic Planning and Management of Tourism Education Facilities in the Hospitality Industry: A Basic Approach For Economic Growth

Offem Odim Otu **Offemodim22@gmail.com**	A	Department of Educational Management, University of Calabar
Omini Ettah Ettah **ominietta@gmail.com**	B	
Okonkwo Eucharia Chinenye **c.okonkwo@unizik.edu.ng**	C	Department of Educational Management Nnamdi Azikwe University, Awka

Keywords
Strategic Planning
Management
Tourism Education
Facilities
Economic Growth

Correspondence
ominietta@gmail.com

Received: 09/08/23
Revised: 28/08/23
Accepted: 31/08/23
Published: 09/09/23

Abstract

This paper focused on Strategic Management of Tourism Education Facilities in the Hospitality industry as basic approach for economic development. It discusses Tourism Education, Tourism Education facilities, hospitality industry. It highlights the roles of hospitality in economic development, strategies manager and their role and relevance of strategic management. The paper further highlighted hospitality and tourism sector trend in Nigeria. The paper conducted that for tourism education to be properly, planning, management and developing various sectors must work collectively to ensure that proper decisions are taken and will result in the positive development of tourism.

Also recommended among others that government should implement tourism education programme in all level of education across the country education system.

Introduction

Strategic planning is a process of formal and complex institutions designed to help a university identify and maintain an optional alignment with the most important elements within the university. It is a planned approach to managing situation effectively for functional operations. It aims at establishing more plans, both flexible and complex and planning strategically placing them so that operations or functions will be motivated, developed and planned ways in which they can achieve organizational mission (Sule, 2019). Strategic planning is the key among organizational strategies in deciding the plans and the functions, opportunities and the determinant factors of the organizational well-being.

Strategic planning has also been discussed in this work as a way of using higher education to achieve success and organizational positions in the competitive environment.

Strategic planning is a process of setting forth direction and carefully mapping out ways and means for following that specified direction. According (United Nation Education Scientific Cultural Organization, UNESCO, 2006) a plan is the product of the planning process and can be defined as a set of decisions about what to do, why and how to do it. A plan of action is a living reference framework for action.

Strategic planning is a systematic process concerned with identifying and directing organizational vision to a defined goal. According to Business dictionary in Sule (2018), strategic planning is a systematic process of envisioning a desired goals or objectives and a sequence of steps to achieve them. According to the business dictionary, strategic planning is in contrast to long term planning (which begins with the current status and lay down a path to meet estimated future needs). Strategic planning begins with the desired end and works backward to the current status. This implies the planning processes and the execution of plans emanate during plans execution, there is need for supervision and this is done by retrospective thinking action i.e. re-accessing the work of planning to observe if the work and planning art defined the work being executed. This takes inform of architectural art in designing a plan of building, it is the plan that will direct the builder's etiquette.

The strategic planning process in education may be thought of as circular in nature. The process begins with identification and recognition of the most fundamental questions about the organization such as:
- Why does the particular educational organization exist?
- What are the unique contributions does the organization make to philosophy and mission of the educational organization. This step addresses the
- generally?
- What are the underlying values and motivations of proprietors and key managers of the organization? (Akpakwu, 2013).

Strategic planning is a formal process designed to help a university identify and maintain an optional alignment with the most important elements within which the University resides (http://www;/freeencyclopedea, 2016).

In other hand, strategic management is the process whereby manager establish an organization's long term direction, set specific performance objective, develop strategies to achieve these objectives in the light of all the relevant internal and external circumstances and undertake to execute the chosen action plans. (Thompson in Onukan, 2007). Okori (2001) described strategic management as a pattern or decisions made by an organization's management as it pursues its mission and objectives.

To Robson (1994) strategic management as the function concerned with the deciding on strategic and planning, how that strategy is to put into effect include: Strategic analysis, strategic choice, and strategic implementation. Robson further stated that strategic management is not an extract science. Rather, it is about the reading of signs and portents of the future and interpreting them in order to choose an appropriate direction for the future development of organization. It is a competitive weapon and complementary tool for managers in the tourism and hospitality industry wishing to service in a competitive business environment. It is a systematic approach to a major and increasingly important responsibility of the general management to position and relate the industry to its environment in a way which will assume its continued success and make it secure from surprise (Wild in Onukem, 2007). In other words, an organization or tourism and hospitality industry cannot function effectively and efficiently without the application of its management strategic. Even non-profit organizations set strategies for their survival.

Strategic management deals with top managers, strategic implies to management's action plan for achieving the chosen objectives, it specifies how the organization will be operated and run and what an entrepreneurial, competitive and functional area approaches into the desired position. While strategic objectives indicate both the specific performance can organization seeks to produce through its activities and the competitive position the enterprise wishes to occupying the markets for its products. Therefore, the task of "strategizing" can never be a onetime exercise. While the "what's" of an organizations strategic objectives, once established, usually present fairly stable target to shoot for, the "how" of strategy evolves regularly in response to changes in an organization's internal situation and external environment (Thompson in Onukan, 2007).

A management expert postulates that strategic management of economic resources is sine-qua-non to business success (Alugbo, 2002). Therefore, it is pertinent to state that the management's goal for integrating the concept of resources management into hospitality and tourism business is to match the available scarce economic resources in the sector or business to the threat and opportunities in the environment so as to achieve long term viability for the sector. Omini and Iquo (2018) sees management as a wide variety of formal educational activities ad programme designed to enable the learner acquire functional literacy Bello (2006) maintained that the contemporary hospitality and tourism business in Nigeria such as a challenging one; considering continuous changes in customers' expectation, limited economic resources for business operations and deteriorating nature of our infrastructure. It is pertinent to state that the global and continental business outlook of hospitality and tourism sector has however transit that of the traditional family setting often practiced in the past to a more corporate nature, hence, a modern approach is needed in Nigeria. Therefore, the need for the integration of strategic management techniques required for efficient management of scared economic resources of hospitality and tourism businesses in Nigeria is highly pertinent for the sustenance of the sector. Similarly, Andrew in Bello (2018) agreed that economic resources required for efficient management of businesses in Nigeria (Hospitality and Tourism Industry

Inclusive) are scarce relative to its demand. Bello further pointed that the scarcity of these economic resources as a result of demand caused by its alternative uses. This stresses the need for every hospitality and tourism managers, individuals and stakeholders in the industry to device strategies by which scarce economic resource being used in the industry could be efficiently and effectively used for maximum result. The index in this information shows the need for conscious integration of basic economic and management principles theories and techniques into the hospitality and tourism management practices in other to creating utility for valued customers using available scarce economic resources.
The managers should unambiguously state the purpose (Okoli, 2001).

Tourism Education

In tourism education language classes during holidays have a long tradition, photography, cooking and dance holidays are three of the fastest growing segments.

Learning holidays also take advantage of the travel fir the 'real thing' such as learning to Tango in Argentina or Western riding on an American ranch, and they allow people to take their hobbies to the next level. (Donatus and Aly, 2017). One of the leading educational tour organization is Elder hostel, which operates in over 90 nations. Elder hostel focuses on programmes and tours that offer learning experiences for older adults that are not normally available to the general public.

Tourism education facilities entails all physical facilities, necessary to furnish education learning in tourism industry also to required standard for good comfort, service to guests. According to Igbojekwe (1997) and Ikedianya (1999) these facilities must be periodically changed, updated or refurbished, bearing in mind that as the outfits degenerate, the customer or guest withdraws their patronage and this reduces the relevance of the establishment.

Tourism is a major source of income and foreign exchange earner for countries whose potentials hence be adequately developed. It is a larger concept than recreation.

Tourism is a leisure activity involving the movement of people to destinations away from their usual residence. It is often international in character. According to the Association of International Scientific Experts in Tourism (AISET), tourism is the sum total of the phenomenon and relationships arising from the travel and stay of non-residents in 80 far as this does not lead to permanent residency and is not concerned with any earning activity. Adebajo in Boyle (2015) opined that tourism industry is made up of all the businesses that directly provide goods and services for businesses and the leisure activities of tourists. Such businesses internationals and domestic airlines operations, shipping and ferry operations, railway, bus and taxi operations, accommodation supply, operation of restaurants and clubs and the organization of tours, excursions conferences and conventions. Others include the management of entertainment facilities such as theatres, cinemas, discotheques, night clubs and funfairs, theme

parks, natural parks and heritage attractions, the creation of visitors' information centres and the production and sales of souvenirs.

To Getz (1997) "The basic feature of tourism is leisure activity, which include among other things, merry making, festivals, cultural visitation and exchange, travelling for commerce and health purpose were, until historical (colonial) period almost an exclusive African tradition". In hospitality industry accommodation facilities are very essential which entails all physical facilities, necessary to furnish accommodation to the guest. These facilities must be periodically changed, updated or refurbished, bearing in mind that as the outfits degenerate, the customer or guest withdraws their patronage and this reduces the revenue of the establishment (Igbojekwe, 1997; Ikedianya, 1999).

Elements that Enhance Tourism Education Development/Planning

There are several elements that act to enhance tourism education development/planning includes:

i. **Improved Educational Levels and Awareness of Travel Possibilities:** Those who are educated and have the knowledge of the good things in other countries decide to visit such countries and learn about their places of interest.

ii. **Improved Transportation Systems:** The availability of such transportation systems is air, water; land and even road have tended to form a transportation network that can easily link people with different places. Since movement is easier and faster by these modern transport systems, more people travelling to places as tourists.

iii. **A Politically Stable Environment:** Tourist feel safer in regions devoid of incessant coups and change of government because they are assured of a politically stable environment conducive for visitation and relaxation.

iv. **Economic and Financially Developed Regions/Areas:** The standard of living in such areas is not excessively high, but rather remains below the level of inflation. Such areas will attract and encourage investors and visitors alike who will ultimately contribute to building of the tourism industry.

v. **A Clean and Pollution Free Environment:** Such areas greatly encourage and attract tourism development. For instance, Calabar Urban city which was once termed the cleanest city in Nigeria.

Strategic implies to Management's Action Plan for achieving Economic Growth

Relevant of Hospitality Industry in Economic Development

The industry is relevant to the economic development of Nigeria in the following ways

i. It increases the national Gross Domestic Product (GDP).

ii. Source of direct and indirect employment generation.

iii. Source of income to the government.

iv. It enhances infrastructural development.

v. It promotes cultural interchange and traditional art and craft.

vi. Enhances Foreign Capital Investment (FCI).
vii. It enhances the production capacity of Nigerians.
viii. It enhances industrialization and mechanization.
ix. Improves the country's balance of payment stability.
x. Stimulates reduction in crime rate and juvenile delinquencies.
xi. Aids socialization among others (Bello, Olatunji& Adebayo, 2007).

The hospitality industry is a sub-sector of the economy that provides accommodation, feeding and welfare needs of travelers and strangers during their visits when they are away from their normal homes. The hospitality industry is labour-intensive, thus all possible effort should be made to accomplish management objectives. The hospitality goods and services are highly perishable. For example, any room not sold at the end of the day means loss of revenue and hotel rooms form the highest revenue earning product.

According to Ikedianya (1999), accommodation facility planning is primarily a managerial function. It includes setting out clear-cut objectives and pursuing the objectives boldly and relentlessly. The objectives of accommodation facilities planning include:

i. Plan for proper installation for convenient use and easy maintenance.
ii. Plan for quality, quantity, durability and usability.
iii. To operate with maximum efficiency and maximize profit.
iv. For comfort of the guest.

The achievement of these objectives will largely depend on the initial careful planning of the building, furnishing, fittings, mechanical and physical facilities which should be made by the management and hotel consultants, thus efficient facilities planning should therefore be seen in terms of the efficient and meticulous management and maintenance of the various accommodation facilities and utilities to enhance their overall performance, capability, usability and longevity.

Bello (2002) viewed hospitality industry as the service oriented industry that provides food, drinks, accommodation and other auxiliary services to the public for either profit-gain or welfare reasons.

Hospitality industry as a service industry that is responsible for the provision of away from home.

Hospitality services for the tourist. It also implies all institutions that offer shelter or food or both to the people while away from home (James, 1988; Okoli, 2001). Bello (2005) affirmed that hospitality industry is an establishment of permanent nature of four or more bedrooms offering breakfast on a short term contract.

The definition of hospitality industry was summarized to mean an establishment held out by the proprietor to provide food, drinks and if so required sleeping accommodation to the

customers who are willing and able to pay for the services and more over are in a state to be received (Hotel Proprietor Act; 1956).

Strategy Manager and their Roles

The strategy managers in business organization include:

a. The Chief Executive Officer and other senior corporate level executives who have primary responsibility and personal authority for big strategic decisions affecting the total enterprise.
b. The General Managers of Subsidiary line-of-business units who have profit and loss responsibility for the units and consequently a leadership role in formulating and implementing the business-level strategy of the unit.
c. The Functional Managers within a given business unit who have direct authority over a major piece of the business (manufacturing, marketing and sales, finance) and therefore must support overall business strategy with strategic actions in their own areas.
d. The Managers of the major operating departments and geographic field unit who have frontline responsibility for the details of strategic efforts in their areas and for carrying out their pieces of the strategic plan (Thompson, 1987).

With regards to the strategic management of accommodation facilities in the hospitality industry, the Strategy Managers are the House-Keeping Manager and Maintenance Engineer-The Line Managers (Top or Senior Managers).

Relevance of Strategic Management

1. It gives us a sense of direction and guidance towards our goals.
2. It helps the management think of new opportunities.
3. It creates the awareness of the future threats.
4. It helps the organization think and act proactively rather than reactively.
5. It helps the management to influence rather than merely respond to competitive forces and to the large circumstances of customer-market-technological-environment change is of acute importance (Thompson, 1987).

Hospitality and Tourism Sector Trend in Nigeria

According to Bello et al (2007), the various reasons responsible for the positive trend experienced in Nigerian hospitality and tourism sector include:

i. Improvement in national economy.
ii. Increased leisure among workers.
iii. Favorable land tenure system.
iv. Access to credit facilities.
v. Improvement in the Nigerian tourism system.
vi. Prevailing peace and security.
vii. Favorable government policies and regulation.
viii. Availability of trained human capital resources.
ix. Increased infrastructural development.

x. Improved in trade and commerce.
xi. Favorable industrialization policy (indigenization).
xii. Increase educational system and standard.
xiii. Improvement in national sport administration and control.
xiv. Improved entrepreneurial spirit among Nigerians.

Economic Growth

Economic growth is the increase in the inflation-adjusted market value of the goods and services produced by an economy over a time. It is conventionally measured as the percent rate of increase in real gross domestic product, or real GDP, usually in per capital terms (Bjork, 2009). According to Web finance (2017), economic growth is the increase in a country's productive capacity, as measured by comparing gross national product (GNP) in a year with GNP in the previous year.

Kalikume (2015) opined that the term refers to economic growth accompanied by changes in output distribution and economic structure. It is concerned with quality improvements. The introduction of new goods and services, risk mitigation and the dynamics of innovation and entrepreneurship. Economic development has direct relationship with the environment. Whereas economic development is a policy intervention endeavor with aims of economic and social well-being of people, economic growth is a phenomenon of market productivity and rise in GDP. Consequently, as an economist Amartya Sen points out, "economic growth is one aspect of the process of economic development".

According to Ranis (2011), economic growth and development is a two-year relationship. Accordingly, the first chain consists of economic growth benefiting human development, since economic growth is likely to lead families and individuals to use their heightened incomes to increase expenditures, which in turn furthers human development. Increase in the capital stock, advances in technology and improvement in the quality and level of literacy are considered to be the principal causes of economic growth. In recent years, the idea of sustainable development has brought in additional factors such as environmentally sound processes that must be taken into account in growing an economy. Growth is usually calculated in real terms- i.e. inflation –adjusted terms- to eliminate the distorting effects of inflation on the price of goods produced. Measurement of economic growth uses national income accounting. Since economic growth is measured as the annual perfect changes of gross domestic product (GDP), it has all the advantages and drawbacks of that measure.

At the same time, with the increased consumption and spending, health, education and infrastructure, systems grow and contribute to economic growth. Economic development typically involves improvement in a variety of indicators such as literacy rate, life expectancy, poverty rate. Due to the fact that GDP alone does not take into account other aspect such as leisure time, environmental quality, freedom or social justice alternative measures of economic wellbeing of been proposed. Essentially, a country's economic development is related to its

human development, which encompasses among other things, health and education. These factors are, however closely related to economic growth so that development and growth cannot be discussed in isolation of a referenced community, society or nation, efforts may be made in this paper to relate essentially to the economic development parameters in the Nigerian nation.

Nigeria's economic aspirations have remained that of altering the structure of production and consumption patterns, diversifying the economic base and reducing dependence on oil, with the aim of putting the economy on a part of sustainable, all-inclusive and non-inflationary growth. The implication of these is that while rapidly growth in output as measure by the real gross domestic product (GDP), is important, the transformation of the various sectors of the economy is even more critical. This is consistent with the growth aspirations of most developing countries as the structure of the economy is expected to change as growth progresses.

Hospitality and Tourism Challenges in Nigeria

i. Poor attitude of people towards hospitality and tourism business.
ii. Limited professional orientation on the profession.
iii. Stringent condition for accessing credit facilities in Nigeria Banks.
iv. Poor infrastructural amenities such as power supply, good roads, electricity etc.
v. Inadequate trained professionals.
vi. Societal unrest and insecurity.
vii. Unstable government policies and regulations e.g. Niger-Delta Factor.
viii. Appointment of non-professionals as the Minister of Tourism.
ix. Inflation and economic depression.
x. Limited leisure for the workers in the private sector (Bello et al, 2007).

Conclusion

For tourism education to be properly planning and management developed, various sectors must work collectively to ensure that proper decisions are taken and will result in the positive development to tourism. It is also necessary to ensure that the necessary actions and processes are directly supervised and implemented. The tourism industry is highly fragmented because many sectors function to develop the industry. Therefore, promote effective utilization of facilities in the hospitality industry to lay a basic approach for any nation's economy growth.

Recommendations

Based on the paper discussion, the following recommendation were made:

1. Government should implement tourism education programme in all level of education across the country educations system.
2. Government should facilitate, controls and limits development through such means as the provision of basic infrastructures (road, electricity, water supply) and other learning facilities that enhance effective tourism education programme.

3. The government also, amongst others, should be involved in planning and regulation with the aim of looking after the public's interest and providing affordable goods and services through effective tourism education.

References

Akpakwu, S. O. (2013). Human Resource Management in Educational Organizations. Makurdi: Eagle Prints.

Boyle, A. I., (2005). Impact of Events Management on Tourism and Hospitality. A study of some major social events in Port Harcourt, Rivers State. Unpublished B.Sc. Project, Department of Hospitality and Tourism Management. Imo State University, Owerri.

Bjork, J. A. (2009). Marketing Nigerian Investment Environment to Allven Enterprise, CBN research seminar paper.

Council for Aid to Education (CAE -10-AP). Free encyclopedia (2016), Strategic planning. http://www.freeencyclopedea. Strategic planning.

Getz, D. (1997). Event Management and Event. Tourism, New York, Cosgrizant Communication Corporation.

Kalikume, E. (2015). A speech presented during the Common Wealth Nigeria Investment Conference Held at Abuja on newly 8.

Onukan, H. W. (2007). Strategic Approach to Management of Accommodation Facilities in the Hospitality Industry. A case study of Modutel, Owerri. Unpublished B.Sc. Project, Department Hospitality and Tourism Management. Imo State University, Owerri.

Omini, E. E. @ Iquo.O. M. (2018). Managing Basic Education for National Cohesion and Global Competitiveness. *Nigeria Journal of Educational Administration and Planning. 18(5) 253-261*

Ranis, E. (2011). *The way it worked and why it won't:Structural Change and the Slowdown of U.S. Economic Growth.* Westport, CT; London: Praeger. Pp: 2,67.

Robson, W. (1994). Strategic Management and Information System. 2nd Edition. London: Pitman Publishing.

Sule, M. A., (2018). Strategic Planning and Management of Universities in Nigeria. In C. P. Akpan, E. S. Uko& R. O. Osim (Eds.) Educational Planning in Nigeria: Principles and Practices.Pp 458-468. Calabar: University of Calabar Press.

UNESCO (2006). National Education Sector Development Plan: *A result based planning handbook,* Paris: UNESCO.

Webfinance (2017). Economic Growth. http://www.busnessdicttionary.com/definition/economicgrowth.html.