DELIVERING STRATEGIC VALUES IN THE TOURISM INDUSTRY: WHAT ROLES DO EFFECTIVE PLANNING PLAYS?

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ABSTRACT

Purpose of Study: This study evaluated the roles effective planning plays in delivering strategic values in the Nigerian tourism industry.

Method: Cross-sectional survey design was used and questionnaire was administered to three hundred and ninety-three (393) employees of selected tourism firms. The study employed three (3) dimensions to measure effective planning – plan-flexibility, plan-comprehensiveness and implementation-flexibility. Data obtained in the survey were analyzed using descriptive, post-estimation and inferential statistical techniques.

Results and Conclusion: Results indicated that dimensions to measure effective planning have positive and significant link with strategic value.

Implication of the Research: Impliedly, for tourism firms to be able to deliver strategic values, they should be flexible and comprehensive in the planning phase so as to enhance goals realization.

Originality/Value: Consequent upon the above, management of tourism firms should focus on improved measures aimed at delivering strategic values via effective planning, which is vital for the survival and sustainability of the tourism industry. In addition, tourism firms should adopt, apply and implement effective plans to maximize the use of resources so as to achieve corporate objectives.

Keywords: Effective Planning, Plan-Flexibility, Plan-Comprehensiveness, Implementation –Feasibility, Strategic Value, Tourism Industry.

ENTREGANDO VALORES ESTRATÉGICOS NA INDÚSTRIA DO TURISMO: QUE PAPÊIS DESEMPENHA O PLANEJAMENTO EFICAZ?

RESUMO

Propósito do estudo: Este estudo avaliou os papéis que o planejamento eficaz desempenha na entrega de valores estratégicos na indústria do turismo nigeriana.

Método: Foi utilizado o desenho de inquérito transversal e o questionário foi administrado a trezentos e noventa e três (393) funcionários de empresas de turismo selecionadas. O estudo empregou três (3) dimensões para medir o planejamento efetivo - flexibilidade do plano, abrangência do plano e flexibilidade da implementação. Os dados obtidos na pesquisa foram analisados por técnicas descritivas, pós-estimativas e estatísticas inferenciais.

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Resultados e Conclusão: Os resultados indicaram que as dimensões para medir o planejamento efetivo têm uma ligação positiva e significativa com o valor estratégico.

Implicação da pesquisa: Implicitamente, para que as empresas de turismo possam entregar valores estratégicos, eles devem ser flexíveis e abrangentes na fase de planejamento, de modo a melhorar a realização dos objetivos.

Originalidade/valor: Em consequência do que precede, a gestão das empresas de turismo deve centrar-se em medidas melhoradas destinadas a proporcionar valores estratégicos através de um planejamento eficaz, o que é vital para a sobrevivência e a sustentabilidade da indústria do turismo. Além disso, as empresas de turismo devem adotar, aplicar e implementar planos eficazes para maximizar a utilização dos recursos, a fim de alcançar os objetivos empresariais.


ENTREGAR VALORES ESTRATÉGICOS EN LA INDUSTRIA DEL TURISMO: ¿QUÉ FUNCIONES DESEMPEÑA UNA PLANIFICACIÓN EFICAZ?

RESUMEN

Propósito del estudio: Este estudio evaluó el papel que desempeña la planificación efectiva en la entrega de valores estratégicos en la industria turística nigeriana.

Método: Se utilizó el diseño de encuesta transversal y se aplicó el cuestionario a trescientos noventa y tres (393) empleados de empresas turísticas seleccionadas. El estudio empleó tres (3) dimensiones para medir la planificación efectiva: flexibilidad del plan, exhaustividad del plan y flexibilidad de la implementación. Los datos obtenidos en la encuesta se analizaron mediante técnicas estadísticas descriptivas, postestimativas e inferenciales.

Resultados y Conclusión: Los resultados indicaron que las dimensiones para medir la planificación efectiva tienen un vínculo positivo y significativo con el valor estratégico.

Implicación de la investigación: Implicitamente, para que las empresas de turismo puedan ofrecer valores estratégicos, deben ser flexibles e integrales en la fase de planificación para mejorar la realización de los objetivos.

Originalidad/Valor: En consecuencia, la gestión de las empresas turísticas debe centrarse en la mejora de las medidas destinadas a ofrecer valores estratégicos a través de una planificación efectiva, que es vital para la supervivencia y la sostenibilidad de la industria del turismo. Además, las empresas de turismo deben adoptar, aplicar y aplicar planes eficaces para maximizar el uso de los recursos a fin de alcanzar los objetivos empresariales.

Palabras clave: Planificación Efectiva, Plan-Flexibilidad, Plan-Exhaustividad, Implementación – Factibilidad, Valor Estratégico, Industria Turística.

1 INTRODUCTION

Practically, planning is one of the most crucial management functions and tool aiding the performance, sustainability, strategic value, competitive advantage, productivity and other organizational outcomes. Accordingly, for organizations to adequately perform, resources must be effectively and efficiently used and customers adequately taken care of (Farida & Setiawan, 2022). In order to accomplish the above, organization’s resources must be used in order to...
produce high-quality goods and services at a lower cost. Aside the resources that must be efficiently used, new approaches to management are becoming imperative and the market dynamics of the tourism industry (such as emergence of global economy, improvements in information technology, consumer demands and the need to offer more hospitality services with fewer resources), have created more challenges for tourism firms.

In the light of the above, strategic management (via effective planning) has gained a major strand and prominence in the management of tourism and hospitality services in the last decades (Al-Romeedy, 2019; Kaletnik & Lutkovska, 2020). The Nigerian tourism industry are increasingly being asked to employ strategic management as part of their management modus operandi so as to deliver increased value. Uwanyiligira (2021) contended that an organization devoid of effective plans will have no direction and hence become inept. It is not an amplification that the use of effective planning (plan-flexibility, comprehensiveness & implementation-flexibility) in this period where the tourism industry is seen as under-performing, could, among other things, help to aid the delivering of strategic values. In the views of Tai, et al (2023); Alhosseiny (2023) effective planning requires tactical ideas in order to avert resource wastage; an approach needed in the tourism industry in both developed and developing countries.

Planning as opined by Alhosseiny (2023), is the most fundamental managerial function or role; it entails choosing a future course of action from a variety of options for the firm as a whole and each department or division within it. Additionally, effective planning offers a logical approach to earlier chosen objectives as well as organizational and departmental goals (Arokodare & Asikhia, 2020). The consequence of the aforementioned expression is that not every organization with effective planning ends up with expected results; it must be emphasized that for the tourism industry to be able to deliver strategic values, the plans to realize the strategic values must be effective.

Ibegbulem and Okorie (2023) noted that organizations that are unable to deliver strategic values or realize expected results, is the resultant effect of planning blunders as a result of managers’ powerlessness to fully comprehend and effectively carry out the planning. For instance, organizations find it challenging to include employees, shareholders, consumers, etc. when formulating their objectives, thus experience inflexible and non-comprehensive plans and are unable to implement the plans when formulated; the problem of the tourism industry is likely tied to this.

Consequently, the tourism industry may require effective planning to be able to deliver its strategic value. In view of the above discuss, this study examined the roles of effective
planning in delivering strategic values in the Nigerian tourism industry via cross-sectional survey of three hundred and ninety-three (393) tourism employees; three (3) metrics of measuring effective planning were employed namely plan-flexibility, implementation-flexibility and plan-comprehensiveness. On the basis of the above, the following research hypotheses were formulated:

1.1 RESEARCH HYPOTHESES

H₀₁: There is no significant positive relationship between plan-flexibility and delivering strategic values.

H₀₂: There is no significant positive relationship between plan-comprehensiveness and delivering strategic values.

H₀₃: There is no significant positive relationship between implementation-feasibility and delivering strategic values.

2 LITERATURE REVIEW

2.1 EFFECTIVE PLANNING AND DELIVERING STRATEGIC VALUE

Effective planning is the process of defining an organization's direction and making decisions on how to allocate its resources to pursue its strategy. Planning is defined as the process of formulating, implementing and evaluating cross-functional decisions that enable an organization to achieve its objectives (Rakićević, Omerbegović-Bijelović & Lečić-Cvetković, 2016). According to Dyer, Godfrey, Jensen and Bryce (2016), effective planning is an organizational management activity that is used to evaluate and align an organization's direction with a changing environment, set priorities, consolidate energy and resources, strengthen operations capability, ensure stakeholders and employees are working towards common goals.

A firm’s plan to gain competitive edge in its markets is called business strategy and it entails predictions about which markets are more desirable and how an organization can provide distinctive value to customers in those markets in a way that is challenging for rival to copy (Godfrey, et al, 2016). It is based on the idea that the firm’s leaders know how to succeed in a market (Obieze, 2022). The intense interest in planning across all types of firms, including industry, government, educational institutions, and others, has been cited as a key component of the management revolution over the previous four decades (Baroto, Arvand & Ahmad, 2014).
Effective planning is crucial in areas like manufacturing, tourism, agriculture, banking and other industries. Jensen and Bryce (2017) emphasized that effective planning is primarily deciding over issues when alternate course of actions are found. Jensen and Bryce (2017) believed that decision-making and effective planning are intertwined. Thus, the most fundamental of all management functions, planning is seems to be one of the major ones as it emphasizes choosing from a range of options, future course of action for the company as a whole and for each individual department as well as means to achieve those goals.

Mitaki and Gitonga (2018) contended that planning must include a management strategy that is based on an open system rather it must take into account the characteristics of the environment and designed to embrace both employees and customers. In this study, three (3) indicators to measure effective planning were used namely, plan-flexibility, plan-comprehensiveness and implementation-flexibility. Mulyaningsih, Danial, Komariah, Firdausijah and Yuniarti (2021) showed that plans may also need to be modified at any point during the implantation and control phase to prevent becoming ineffective or even harmful to the organization. Additionally, firms must evaluate their resources and choose how best to deploy them in order to accomplish their objectives and goals.

In the literature, there is limited body of knowledge that had assessed whether there is a link between effective planning and delivery strategic value, particularly as it concerns tourism firms. The few studies on delivering strategic value were those carried out by Obieze (2022) and Uwanyiligira (2021). Given the dearth of studies in this subject area, we carried out an investigation to as to fill the lacuna in the literature on whether effective planning plays a role in influencing the delivering of strategic values of tourism industry. In view of the above discuss, the following model was conceptualized by the authors (see Figure 1):
2.2 THEORETICAL FRAMEWORK

In this study, the theoretical framework is hinged on a synthesis of two (2) management theories such as resource-based and social relations theories. The theories explained the orientation of strategic management practice and ability of firms to deliver their mandate. The theory emphasizes that effective planning should incorporate strategies of a firm’s varied functional areas to realize organizational objectives and goals (Rakićević, et al, 2016). The resource-based and social relationship theories accentuate that when the firm is able to plan their resources and organize a social relations between employees and the employers, it would enable them meet both current and future goals (Uwanyiligira, 2021).

Consequently, effective planning offers the firm with the overall direction and is closely connected to organizational-related outcomes like delivering strategic value, profitability, sustainability, productivity, etc (Obieze, 2022). According to Arokodare and Asikhia (2020), there organizational plans are deemed effective when the actions of the firm are consistent with expectations of management, employees and consumers and the market in general. Thus, for tourism firms to have plans that are consistent with the consumers, management and employees, they need to reorganize their ways of operations so as to use the opportunities and resources of the firm in the most effective way.
3 METHODOLOGY

The study is a survey of four hundred (400) employees of fifteen (15) tourism firms thus making up the study’s population. The tourism companies include Caham Travels and Tours Limited, VIP Express Tourism, Allure Travels and Tours Limited, Taefum Travels and Tours, Foshizi Tours Limited, Denvik Travels, Touchdown Travels Limited, Geo Travel and Tours, Cogenac Tours, Grandeur Travels and Tours Limited, Too Good Travels Limited, Clearview Travels, Gatewind Travels and Tours, The Travel Place and Topaz Travels and Tours. The Taro-Yamane sample size determination formula was used in obtaining a sample of three hundred and ninety-nine (399) respondents.

The questionnaire was utilized to collect data from employees of the selected tourism firms. Respondents were given 2 weeks to respond to the questionnaire due to work schedule and the researcher together with two (2) research assistants retrieved the research instruments, hence 98.5 per cent response rates (three hundred and ninety-three - 393) were obtained in the field survey. The questionnaire was designed on a 5-point scale of strongly agree, agree, undecided, disagree and strongly disagree. A test-retest method was used for thirty (30) employees of tourism firms that do not form part of the study; data obtained were correlated through the Cronbach alpha (Table 1).

Table 1

Cronbach Coefficient

<table>
<thead>
<tr>
<th>Parameter(s)</th>
<th>Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plan-Flexibility</td>
<td>0.84</td>
</tr>
<tr>
<td>Plan-Comprehensiveness</td>
<td>0.77</td>
</tr>
<tr>
<td>Implementation-Flexibility</td>
<td>0.79</td>
</tr>
</tbody>
</table>

Source: Researchers’ Computation (2023)

Table 1 showed that the Cronbach coefficients of 0.84, 0.77 and 0.79 for the dimensions to measure effective planning were reliable since the Cronbach coefficients outperform the threshold of 0.5. The independent variable is delivering strategic value while the independent variable is effective planning (measured via plan-flexibility, implementation –flexibility and plan-comprehensiveness). In line with this, the following regression model was estimated:

\[
\text{DSV} = f(PLFL, PLCO, IMFL)
\]

\[
\text{DSV}_{it} = a_0 + \delta_1 PLFL_{it} + \delta_2 PLCO_{it} + \delta_3 IMFL_{it} + \varepsilon_i
\]
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Where:

DSV connotes delivering strategic value;
PLFL connotes plan-flexibility,
PLCO connotes plan-comprehensiveness;
IMFL connotes implementation-flexibility;
δ₁, δ₂ connotes regression coefficient;
ε connotes error term;
i connotes individual respondents of selected tourism firms. Data gathered were analyzed using descriptive, post-estimation and inferential statistics.

4 RESULTS AND DISCUSSION

Table 2
Descriptive Statistics

<table>
<thead>
<tr>
<th>Variables</th>
<th>Mean</th>
<th>Std. Dev.</th>
<th>Min. Value</th>
<th>Max. Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delivering Strategic Values</td>
<td>2.5515</td>
<td>0.0345</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>Plan-Flexibility</td>
<td>2.6233</td>
<td>0.4450</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>Plan-Comprehensiveness</td>
<td>2.9300</td>
<td>0.0488</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>Implementation-Flexibility</td>
<td>2.6400</td>
<td>0.0522</td>
<td>1</td>
<td>5</td>
</tr>
</tbody>
</table>

Source: Researchers’ Computation (2023)

Table 2 showed the descriptive statistics and it was shown that the dimensions of effective planning scored above 2.5 cut-off of the mean, indicating that items on effective planning dimensions are vital metrics for evaluating delivering strategic values of the tourism firms in Nigeria.

Table 3
Pearson Correlation

<table>
<thead>
<tr>
<th>Variables</th>
<th>DSV</th>
<th>PLFL</th>
<th>PLCO</th>
<th>IMFL</th>
</tr>
</thead>
<tbody>
<tr>
<td>DSV</td>
<td>1.0000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PLFL</td>
<td>0.0478</td>
<td>1.0000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PLCO</td>
<td>0.0344</td>
<td>0.0581</td>
<td>1.0000</td>
<td></td>
</tr>
<tr>
<td>IMFL</td>
<td>0.1373</td>
<td>0.4849</td>
<td>0.4848</td>
<td>1.0000</td>
</tr>
</tbody>
</table>

Source: Researchers’ Computation (2023)

Table 3 showed the Pearson correlation; it was shown that the coefficients are positive.
An indication that there is positive relationship between effective planning and delivering strategic values.
Table 4

**Multiple Regression Analysis**

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.94*</td>
<td>0.79</td>
<td>0.65</td>
<td>1.622</td>
</tr>
</tbody>
</table>

Source: Researchers’ Computation (2023)

Table 4 showed the extent to which effective planning accounts for delivering strategic values indicators (plan-flexibility, plan-comprehensiveness & implementation-feasibility). The adjusted R-square showed that 94% of delivering strategic values has been explained by effective planning. The correlation coefficient therefore showed that effective planning has a positive correlation with delivering strategic values.

Table 5

**ANOVA**

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>3</td>
<td>42.51</td>
<td>19.42</td>
<td>0.000</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>389</td>
<td>2.382</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>392</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Researchers’ Computation (2023)

The F-ratio in Table 5 tests whether the overall regression model is a good fit for the data. Effective planning strongly predicts delivering strategic value based on the F (19.42; p-value = 0.000< 0.05). Additionally, the ANOVA result demonstrates that the independent variables (plan-flexibility, comprehensiveness & implementation-flexibility) significantly and statistically predict the dependent variables (delivering strategic values).

Table 6

**Regression Coefficients**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>3.790</td>
<td>2.498</td>
<td>0.76</td>
</tr>
<tr>
<td></td>
<td>Plan-Flexibility</td>
<td>0.484</td>
<td>0.085</td>
<td>0.346</td>
</tr>
<tr>
<td></td>
<td>Plan-Comprehensiveness</td>
<td>0.302</td>
<td>0.103</td>
<td>0.353</td>
</tr>
<tr>
<td></td>
<td>Implementations-feasibility</td>
<td>0.394</td>
<td>0.098</td>
<td>0.492</td>
</tr>
</tbody>
</table>

Source: Researchers’ Computation (2023)

Table 6 exhibited the multiple regression result for effective planning and delivering strategic values; It was indicated that plan-flexibility has positive effect on delivering strategic values (β=0.484, p<0.000); therefore the null hypothesis which states that there is no significant
relationship between plan-flexibility and delivering strategic values was rejected while the alternative hypothesis is accepted implying that there is a significant positive relationship between plan-flexibility and delivering strategic values.

Plan-comprehensiveness was found to have positive effect on delivering strategic values ($\beta=0.302$, $p<0.000$); therefore, the null hypothesis which states that there is no significant relationship between plan-comprehensiveness and delivering strategic values was rejected while the alternative is accepted implying that there is a significance and positive link between plan-comprehensiveness and delivering strategic values.

Furthermore, implementation-feasibility was found to have a positive effect on delivering strategic values ($\beta=0.394$, $p<0.000$); therefore, the null hypothesis which states that there is no significant relationship between implementation-feasibility and delivering strategic values is rejected while the alternative is accepted implying that there is a significance and positive link between implementation-feasibility and delivering strategic values.

Organizational plans should be effectively designed because they are the foundation of survival in a cutthroat corporate climate. An effective assessment of strategy is necessary for the successful implementation of a strategic plan. Organisations that focus on hiring competent and motivated employees are deemed to realize increased performance, value, and profitability, among others (Mulyaningsih, Danial, Komariah, Firdausijah & Yuniarti, 2021). The direction of tourism firms should be clear to the management and employees, as it would promote the development of a high-performance culture and the ability to offer increased strategic value (Obieze, 2022; Mitaki & Gitonga, 2018; and Jensen & Bryce, 2017). Also, more financial independence is required for greater flexibility and capability for plan-implementation.

Basically, strategies should be unique and innovative; feedback that is given as soon as possible will improve monitoring, assessment/speed up execution of plans, and prevent or reduce failure linked with the delivering of strategic values (Mulyaningsih, et al, 2021). To deal with this, organizational plans should be designed and based on the ability of the firm to deliver strategic values (Dyer, Godfrey, Jensen & Bryce, 2016). Similarly, a well-crafted, original and creative and effective plan that is successfully carried out will ensure success; although it should be noted that having effective plan does not guarantee success. The findings corroborates with the results of Uwanyiligira (2021); and Obieze (2022) who showed that effective planning influences the delivering of strategic values.
5 CONCLUSION AND RECOMMENDATIONS

In this study, we evaluated the relationship between effective planning and delivering strategic values in the tourism industry in Nigeria. The Cross-sectional survey research design was employed and primary data (questionnaire) was administered to three hundred and ninety-three (393) employees of fifteen (15) tourism firms. The study used three (3) metrics to measure effective planning (plan-flexibility, plan-comprehensiveness and implementation-flexibility). Data obtained were analyzed and results indicated that the effective planning metrics had positive and significant relations with delivering strategic values. The conclusion reached is that effective planning plays a role in influencing the delivering of strategic values of tourism firms.

The results of the study implied that for the management of tourism companies to be able to deliver strategic values, they should be flexible and comprehensive in planning so as to improve goal realization. In view of the findings, it was recommended that management of tourism firms should focus on improving the measures aimed at delivering strategic values vis-à-vis effective planning, which is fundamental for the survival, sustainability and growth of the tourism industry.

Additionally, management of tourism firms should adopt, apply and implement effective plans aimed at maximizing the use of resources to realize corporate objectives. This study contributes to knowledge by establishing that when tourism firms are able to have flexible plans that accommodate employees and consumers, it would enable them deliver strategic values.

REFERENCES


