



Centre adscrit



UNIVERSITAT DE
BARCELONA

COURSE CONTENT

Bachelor's Degree in Tourism

Code-Course	064536 - Business Expansion: strategies and models in tourism enterprises				
Year	4th	Credits	3 cr ECTS		
Thematic Area	Strategic Management	Course Type	Elective Subject		
In-class hours	24 hours	Teacher-led learning hours	24 hours	Individual work hours	27 hours

BRIEF COURSE DESCRIPTION

This subject provides the basics for analyzing, justifying and implementing an expansion plan from a strategic, operational and management perspective. Based on the different models of expansion of the tourist business (especially in the retail and catering sectors), different methodologies are presented to determine the viability and size of the expansion.

We will also work on aspects such as real estate management aspects of commercial premises (renting, subleasing or buying and selling); finally, the focus will shift towards location criteria of tourist businesses (commercial and economic, legal and technical criteria) for the best approach to decision-making.

This subject provides the basics for analyzing, justifying and implementing an expansion .

BASIC SKILLS

BS02 – Students must be able to apply their knowledge to their work in a professional way and possess the skills used to develop and defend arguments and solve problems within their study field.

GENERAL SKILLS

GS02- Have business vision.

SPECIFIC SKILLS

SS05- Understand and apply the political, legal, and institutional framework that regulates tourism companies and activities.

SS06- Analyze and evaluate tourism potential when designing products, services, and projects.



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SS10- Market tourism products, services, and projects.

SS14- Identify and manage the internal aspects, functions, and operational processes of tourism business units.

LEARNING OBJECTIVES

1. Identify and classify the companies and services involved in tourism production and understand their operation, as well as identify the main types of needs to which they respond.
2. Develop and manage the key operational processes of companies linked to the organization and sale of tourist trips, activities of leisure and other complementary products.
3. Be aware of the importance of mobility in tourism and know the main agents involved, as well as policies and instruments for its management.
4. To know and identify the new tendencies in the practice of tourist activities.
5. To know instruments and mechanisms for obtaining financial resources.
6. Use tourism marketing tools: Revenue Management, e-marketing, web 2.0.
7. Know the channels of tourism marketing and their use in the tourism sector.
8. Prepare reports assessing the trend of the results obtained and the evolution and expectations of service prices, according to internal economic information and market needs.
9. Develop skills related to innovation and creativity for the creation of tourism products and services.
10. Manage the phases of the opening of tourist establishments (obligations of the property and obligations of the manager).

ACADEMIC CONTENTS

Part I: The growth of the tourism business.

- Why grow and when to grow?
- What it takes to grow.
- The commitment of the family in the process of expansion of the family business.
- Expansion planning within the framework of the company's strategy.

Part II: Analysis of the different growth models.

- Expansion models.
 - o With own units.
 - o Mergers and removals.



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- o Franchises and franchise types.
 - the Master Franchise.
- o Multi-brand warehouse and retail grades.
- o Venture capital companies as a lever of expansion.
- Supply chain integration.
- o Upstream.
- o Downstream.
- Non-sedentary sales as a growth model.
- Omnichannelity as a growth model

Part III: Feasibility and sizing of the expansion.

- Area of influence.
- Analysis and estimation of demand in € (potential market).
 - o Estimation of the population and its typologies (registered resident, unregistered resident, seasonal second home, seasonal accommodation in apartments, hotels and campsites).
 - o ETCA population (full-time equivalent population).
 - o Expenditure per capita.
 - o Demand projection.
 - Analysis and estimation of the offer in €.
 - o Direct competition and indirect competition.
 - o Sales and turnover areas per square meter.
 - Indicators and interpretation.
 - o Supply-demand balance.
 - o Market penetration index and share.

Part IV: Geomarketing tools in expansion strategies.

- Geomarketing in demand variables.
- Geomarketing in supply variables.

Part V: Contractual elements of the lease, transfer, assignment and sublease. Impact on the operating account.

- Leases in urban plots.
 - o Urban leases subscribed after 1-1-1995.
 - o Urban leases subscribed before 1-1-1995.



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- Leases on mall premises.
- Transfer, assignment and sublease.
- Particular cases (administrative concessions).
- Ephemeral real estate management.
- Impact on the operating account.

Part VI Decision criteria for the location of a tourism business.

- Commercial and economic criteria.
 - o Adequacy of the positioning of the company, teaches and format to the positioning of the shopping center or the commercial area in urban plot.
 - o Potentialities of the premises (visibility, image, etc.).
 - o Area of influence according to sector, teach and format.
 - o Potential market.
 - o Competition (direct and indirect).
 - o Impact on the operating account (effort rate).
- Legal criteria.
 - o Sectoral legislation.
 - o Urban planning legislation
 - o Licenses.
- Technical criteria.
 - o the potential “lay-out”.
 - o Technical restrictions (heights, restrictions on the storage of fresh product, etc.).
 - o or Supply Chain Management.
 - o Accessibility and parking.
- Methodology of analysis of different location alternatives based on the above criteria.

LEARNING METHODOLOGY

The learning methodologies planned for this subject contemplate different activities that contribute to develop the skills related to this course. Some of the learning activities that will be developed are the following:

- Lectures
- Case studies
- Discussions
- Practical exercises
- Problem-based learning



ASSESSMENT SYSTEM

The assessment system measures the student's achievement of learning outcomes regarding the subject's competences and contents.

Students may choose continuous assessment or single assessment:

Continuous Assessment: the teaching-learning process is assessed by a continuous monitoring of the work done by the students throughout the course and a final individual examination. Students must attend classes in order to be assessed by continuous assessment.

Single Assessment: for those students who cannot come to class regularly, they can choose to be assessed by single assessment. The teaching-learning process is assessed by means of the assessment of all activities and in-person individual examination at the end of the course.

To qualify for this form of assessment, students must apply within the first 15 days of the start of the course through the assessment section of Virtual Campus.

The assessment activities planning will be public for the students from the start.

Activities	Type	Continuous	Single	Week deadline
Activity 1 Viability of expansion excel case	group	20%	20 %	Week 6
Activity 2 Location criteria dossier and presentation	Individual	30 %	30 %	Week 11
Final exam	Individual	50 %	50 %	Week 13
	TOTAL	100%	100%	

To pass the course, it is mandatory to have obtained a minimum final grade of "5", as long as the student has completed the individual exam/s or work/s established in the course. This exam/s or final work/s must be graded with a minimum of "4" in order to be able to calculate the average of all the assessment activities carried out during the course.



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Revision and Reassessment of the Course

The student has the right to revise all the evidences that have been designed for the assessment of learning.

If a student fails to achieve the learning objectives of the course, in order to opt for the subject reassessment, it will be necessary to have obtained a final grade of the subject between "4-4.9", and to have attended the individual final exam/s or final work/s of the course.

The reassessment process will only involve the modification of the final grade in the case that the new assessment activity is passed and, in any case, the maximum grade will be "5". This grade will be averaged with the other grades of the assessment activities carried out by the student during the corresponding academic period, considering the percentages established in each subject, setting the final grade for the course.

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Ascana (2020). Informe locales Comerciales 2019. Barcelona: Ascana.

Barcelona Oberta (2017). Estudio Impacte socioeconòmic de les compres turístiques a la ciutat de Barcelona.

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Cócola, A.. (2015). Tourism and commercial gesntrification. RC21 International Conference on The Ideal City: between myth and reality. Representations, policies, contradictions and challenges for tomorrow's urban life. Urbino (Italy) 27-29.

Comertia (2004). Expansió a l'empresa familiar de comerç. Barcelona. Comertia.

Cushman & Wakefield (2019). Main Streets Across the World 2019. Cushman & Wakefield.

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Artículos de prensa escrita y online. Expansión, Cinco Días, entre otros.